

# FINANCIAL TIMES

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the week  
with...



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of stress  
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World Business Newspaper http://www.ft.com

MONDAY AUGUST 19 1996

## Brussels warns German carmaker not to spend aid

German carmaker Volkswagen risks being barred from competing for public contracts if it spends nearly £100m (£81.2m) of disputed subsidies from the German state of Saxony. The warning by European Union competition commissioner Karel Van Miert is the toughest yet in the row over Saxony's plans to subsidise VW investment in the state to the tune of DM780m. Page 18

**Russians try to boost Chechen troops**



Two Russian soldiers carry water on the outskirts of the Chechen capital, Grozny, where a fragile ceasefire held overnight. Russian and Chechen negotiators worked over the weekend to reinforce the truce and a truce also seemed to be holding among Russia's politicians. Page 18

**Hines buys malls in Europe** Texas-based property company Hines has bought seven shopping centres in Europe - including the continent's biggest covered mall - from French insurer Macif. Hines is paying FF1.5bn (\$286.7m) for 50 per cent of the centres, with an option to take full control. Page 17

**China hits at US** The US was using the pretext of terrorism to dictate policy with its laws on foreign oil companies investing in Iran and Libya, China said. Beijing accused Washington of "overweighting arrogance". Page 8

**Many dead in Pakistan attacks** Fifteen people were killed and almost 70 injured when gunmen attacked a Shiite Muslim religious meeting in a village in Pakistan's Punjab province, a spokesman for a Shiite party said.

**Campaign aircraft crashes** Nine people were feared dead after a presidential support aircraft crashed in Wyoming soon after taking off for President Bill Clinton's birthday party in New York City. Page 4

**Microsoft admits software bugs** US software giant Microsoft has admitted there is a bug in the latest version of its Internet Explorer Web browser. The problem comes as Microsoft and California-based Netscape Communications fight for control of the browser market. Page 18

**Lebanese election** Rival candidates exchanged accusations of election fraud as parliamentary polls got under way in Lebanon's Christian heartland. One man was fatally injured in a brawl at a polling station.

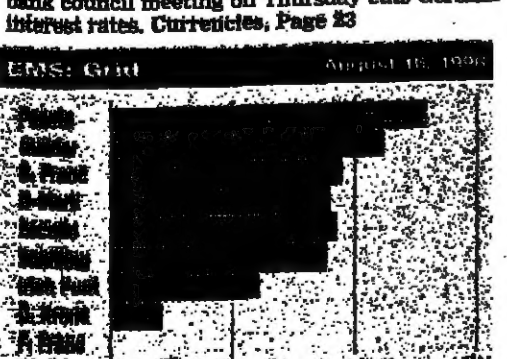
**Students surrounded** Police ringed two Seoul campus buildings held by radical students cut off food and medical supplies in an attempt to force an end to the five-day occupation.

**Police search for more children** Belgian police searched for the remains of more missing children, widening their investigation into a child sex scandal after the man who led them to three bodies admitted kidnapping at least two other girls.

**British killed in Honduras** A young British man found murdered on a remote road in Honduras was probably shot during a robbery, said police.

**Business sells testing units** Inciscope of the UK is to sell its Testing Services business to a consortium led by two financial institutions, Charterhouse and Bankers Trust. The sale - worth some £280m (\$282.8m) - is part of a strengthening programme. Page 17

**European Monetary Unit** The French franc remains bottom of the EMS grid, while the Spanish peseta rose last week to the top. This week may see more movement if the Bundesbank council meeting on Thursday cuts German interest rates. Currents, Page 23



The chart shows the member currencies of the exchange rate mechanism measured against the Deutschmark in the system. Most of the currencies are permitted to fluctuate within 15 per cent of agreed central rates against the other members of the mechanism. The exceptions are the D-Mark and the gulder which move at a 2.25 per cent band.

FT.com the FT web site provides online news, comment and analysis at <http://www.ft.com>

Africa	US\$	125.00	Europe	US\$	150.00	Asia	US\$	100.00
America	US\$	120.00	Europe	US\$	140.00	Asia	US\$	90.00
Europe	US\$	110.00	Europe	US\$	130.00	Asia	US\$	80.00
Asia	US\$	100.00	Europe	US\$	120.00	Asia	US\$	70.00
Oceania	US\$	90.00	Europe	US\$	110.00	Asia	US\$	60.00
South America	US\$	80.00	Europe	US\$	100.00	Asia	US\$	50.00
Central America	US\$	70.00	Europe	US\$	90.00	Asia	US\$	40.00
Caribbean	US\$	60.00	Europe	US\$	80.00	Asia	US\$	30.00
Europe	US\$	50.00	Europe	US\$	70.00	Asia	US\$	20.00
Asia	US\$	40.00	Europe	US\$	60.00	Asia	US\$	10.00
Oceania	US\$	30.00	Europe	US\$	50.00	Asia	US\$	0.00
South America	US\$	20.00	Europe	US\$	40.00	Asia	US\$	-10.00
Central America	US\$	10.00	Europe	US\$	30.00	Asia	US\$	-20.00
Caribbean	US\$	0.00	Europe	US\$	20.00	Asia	US\$	-30.00
Europe	US\$	-10.00	Europe	US\$	10.00	Asia	US\$	-40.00
Asia	US\$	-20.00	Europe	US\$	0.00	Asia	US\$	-50.00
Oceania	US\$	-30.00	Europe	US\$	-10.00	Asia	US\$	-60.00
South America	US\$	-40.00	Europe	US\$	-20.00	Asia	US\$	-70.00
Central America	US\$	-50.00	Europe	US\$	-30.00	Asia	US\$	-80.00
Caribbean	US\$	-60.00	Europe	US\$	-40.00	Asia	US\$	-90.00
Europe	US\$	-70.00	Europe	US\$	-50.00	Asia	US\$	-100.00
Asia	US\$	-80.00	Europe	US\$	-60.00	Asia	US\$	-110.00
Oceania	US\$	-90.00	Europe	US\$	-70.00	Asia	US\$	-120.00
South America	US\$	-100.00	Europe	US\$	-80.00	Asia	US\$	-130.00
Central America	US\$	-110.00	Europe	US\$	-90.00	Asia	US\$	-140.00
Caribbean	US\$	-120.00	Europe	US\$	-100.00	Asia	US\$	-150.00
Europe	US\$	-130.00	Europe	US\$	-110.00	Asia	US\$	-160.00
Asia	US\$	-140.00	Europe	US\$	-120.00	Asia	US\$	-170.00
Oceania	US\$	-150.00	Europe	US\$	-130.00	Asia	US\$	-180.00
South America	US\$	-160.00	Europe	US\$	-140.00	Asia	US\$	-190.00
Central America	US\$	-170.00	Europe	US\$	-150.00	Asia	US\$	-200.00
Caribbean	US\$	-180.00	Europe	US\$	-160.00	Asia	US\$	-210.00
Europe	US\$	-190.00	Europe	US\$	-170.00	Asia	US\$	-220.00
Asia	US\$	-200.00	Europe	US\$	-180.00	Asia	US\$	-230.00
Oceania	US\$	-210.00	Europe	US\$	-190.00	Asia	US\$	-240.00
South America	US\$	-220.00	Europe	US\$	-200.00	Asia	US\$	-250.00
Central America	US\$	-230.00	Europe	US\$	-210.00	Asia	US\$	-260.00
Caribbean	US\$	-240.00	Europe	US\$	-220.00	Asia	US\$	-270.00
Europe	US\$	-250.00	Europe	US\$	-230.00	Asia	US\$	-280.00
Asia	US\$	-260.00	Europe	US\$	-240.00	Asia	US\$	-290.00
Oceania	US\$	-270.00	Europe	US\$	-250.00	Asia	US\$	-300.00
South America	US\$	-280.00	Europe	US\$	-260.00	Asia	US\$	-310.00
Central America	US\$	-290.00	Europe	US\$	-270.00	Asia	US\$	-320.00
Caribbean	US\$	-300.00	Europe	US\$	-280.00	Asia	US\$	-330.00
Europe	US\$	-310.00	Europe	US\$	-290.00	Asia	US\$	-340.00
Asia	US\$	-320.00	Europe	US\$	-300.00	Asia	US\$	-350.00
Oceania	US\$	-330.00	Europe	US\$	-310.00	Asia	US\$	-360.00
South America	US\$	-340.00	Europe	US\$	-320.00	Asia	US\$	-370.00
Central America	US\$	-350.00	Europe	US\$	-330.00	Asia	US\$	-380.00
Caribbean	US\$	-360.00	Europe	US\$	-340.00	Asia	US\$	-390.00
Europe	US\$	-370.00	Europe	US\$	-350.00	Asia	US\$	-400.00
Asia	US\$	-380.00	Europe	US\$	-360.00	Asia	US\$	-410.00
Oceania	US\$	-390.00	Europe	US\$	-370.00	Asia	US\$	-420.00
South America	US\$	-400.00	Europe	US\$	-380.00	Asia	US\$	-430.00
Central America	US\$	-410.00	Europe	US\$	-390.00	Asia	US\$	-440.00
Caribbean	US\$	-420.00	Europe	US\$	-400.00	Asia	US\$	-450.00
Europe	US\$	-430.00	Europe	US\$	-410.00	Asia	US\$	-460.00
Asia	US\$	-440.00	Europe	US\$	-420.00	Asia	US\$	-470.00
Oceania	US\$	-450.00	Europe	US\$	-430.00	Asia	US\$	-480.00
South America	US\$	-460.00	Europe	US\$	-440.00	Asia	US\$	-490.00
Central America	US\$	-470.00	Europe	US\$	-450.00	Asia	US\$	-500.00
Caribbean	US\$	-480.00	Europe	US\$	-460.00	Asia	US\$	-510.00
Europe	US\$	-490.00	Europe	US\$	-470.00	Asia	US\$	-520.00
Asia	US\$	-500.00	Europe	US\$	-480.00	Asia	US\$	-530.00
Oceania	US\$	-510.00	Europe	US\$	-490.00	Asia	US\$	-540.00
South America	US\$	-520.00	Europe	US\$	-500.00	Asia	US\$	-550.00
Central America	US\$	-530.00	Europe	US\$	-510.00	Asia	US\$	-560.00
Caribbean	US\$	-540.00	Europe	US\$	-520.00	Asia	US\$	-570.00
Europe	US\$	-550.00	Europe	US\$	-530.00	Asia	US\$	-580.00
Asia	US\$	-560.00	Europe	US\$	-540.00	Asia	US\$	-590.00
Oceania	US\$	-570.00	Europe	US\$	-550.00	Asia	US\$	-600.00
South America	US\$	-580.00	Europe	US\$	-560.00	Asia	US\$	-610.00
Central America	US\$	-590.00	Europe	US\$	-570.00	Asia	US\$	-620.00
Caribbean	US\$	-600.00	Europe	US\$	-580.00	Asia	US\$	-630.00
Europe	US\$	-610.00	Europe	US\$	-590.00	Asia	US\$	-640.00
Asia	US\$	-620.00	Europe	US\$	-600.00	Asia	US\$	-650.00
Oceania	US\$	-630.00	Europe	US\$	-610.00	Asia	US\$	-660.00
South America	US\$	-640.00	Europe	US\$	-620.00	Asia	US\$	-670.00
Central America	US\$	-650.00	Europe	US\$	-630.00	Asia	US\$	-680.00
Caribbean	US\$	-660.00	Europe	US\$	-640.00	Asia	US\$	-690.00
Europe	US\$	-670.00	Europe	US\$	-650.00	Asia	US\$	-700.00
Asia	US\$	-680.00	Europe	US\$	-660.00	Asia	US\$	-710.00
Oceania	US\$	-690.00	Europe	US\$	-670.00	Asia	US\$	-720.00
South America	US\$	-700.00	Europe	US\$	-680.00	Asia	US\$	-730.00
Central America	US\$	-710.00	Europe	US\$	-690.00	Asia	US\$	-740.00
Caribbean	US\$	-720.00	Europe	US\$	-700.00	Asia	US\$	-750.00
Europe	US\$	-730.00	Europe	US\$	-710.00	Asia	US\$	-760.00
Asia	US\$	-740.00	Europe	US\$	-720.00	Asia	US\$	-770.00
Oceania	US\$	-750.00	Europe	US\$	-730.00	Asia	US\$	-780.00
South America	US\$	-760.00	Europe	US\$	-740.00	Asia	US\$	-790.00
Central America	US\$	-770.00	Europe	US\$	-750.00	Asia	US\$	-800.00
Caribbean	US\$	-780.00	Europe	US\$	-760.00	Asia	US\$	-810.00
Europe	US\$	-790.00	Europe	US\$	-770.00	Asia	US\$	-820.00
Asia	US\$	-800.00	Europe	US\$	-780.00	Asia	US\$	-830.00
Oceania	US\$	-810.00	Europe	US\$	-790.00	Asia	US\$	-840.00
South America	US\$	-820.00	Europe	US\$	-800.00	Asia	US\$	-850.00
Central America	US\$	-830.00	Europe	US\$	-810.00	Asia	US\$	-860.00
Caribbean	US\$	-840.00	Europe	US\$	-820.00	Asia	US\$	-870.00
Europe	US\$	-850.00	Europe	US\$	-830.00	Asia	US\$	-880.00
Asia	US\$	-860.00	Europe	US\$	-840.00	Asia	US\$	-890.00
Oceania	US\$	-870.00	Europe	US\$	-850.00	Asia	US\$	-900.00
South America	US\$	-880.00	Europe	US\$	-860.00	Asia	US\$	-910.00
Central America	US\$	-890.00	Europe	US\$	-870.00	Asia	US\$	-920.00
Caribbean	US\$	-900.00	Europe	US\$	-880.00	Asia	US\$	-930.00
Europe	US\$	-910.00	Europe	US\$	-890.00	Asia	US\$	-940.00
Asia	US\$	-920.00	Europe	US\$	-900.00	Asia	US\$	-950.00
Oceania	US\$	-930.00	Europe	US\$	-910.00	Asia	US\$	-960.00
South America	US\$	-940.00	Europe	US\$	-920.00	Asia	US\$	-970.00
Central America	US\$	-950.00	Europe	US\$	-930.00	Asia	US\$	-980.00
Caribbean	US\$	-960.00	Europe	US\$	-940.00	Asia	US\$	-990.00
Europe	US\$	-970.00	Europe	US\$	-950.00	Asia	US\$	-1000.00

## Kohl seeks to calm tax fears

Chancellor insists Germans will pay less after reforms

By Peter Norman in Bonn

The German government yesterday made clear that wide-ranging tax reform, planned for 1999, should involve a significant reduction in the overall tax burden and that it will not raise value added tax to increase revenue.

In a television interview from his Austrian holiday home, Chancellor Helmut Kohl last night said that his "first and most important goal" was to lower the excessive burden of taxes to help the individual citizen, boost the economy and create jobs.

Giving a first indication of the possible scale of tax cuts, Mr Kohl said, the finance minister, Wolfgang Schäfer, told Saturday's edition of Bild, the mass-circulation daily magazine, that "a

volume of 100bn (100bn)" was "unimaginable". But he warned that this sum, equivalent to 3.5 per cent of German gross domestic product, would have to be financed in a "realistic and clean" manner through elimination of special tax breaks and privileges.

Their remarks were intended to calm the political firestorm that has surrounded the government's reform plans since Mr Kohl, in an earlier interview, admitted that a VAT increase was unavoidable.

In yesterday's interview with the ZDF channel's *Bonn* *Debatte* programme, the chancellor was careful not to rule out a VAT rise.

But he insisted that the government's aim was not to add to the tax burden and that a VAT increase, if it came at all, would not be before 1999.

Mr Schäfer said a VAT rise could only come "at the end of a comprehensive tax reform" and only if the revenue lost through lower income tax

months of waiting that the government had any such plans, was a significant political turnaround - even though he had never ruled out the possibility after the next German general election in the autumn of 1998.

Yesterday there were signs that the issue of tax reform would continue to be controversial.

Mr Wolfgang Gerhardt, leader of the junior Free Democratic party in Mr Kohl's coalition, said his party would press for "a first stage" of tax reform in 1998 "as a signal" ahead of the election.

Outlining some of the constraints under which the government is operating, Mr Kohl

said there was no question of Germany borrowing more to finance tax cuts. There were also limits to cuts in public spending - for example, there was still a need for large-scale spending on transport infrastructure in eastern Germany, he said.

Making clear that not all tax breaks could be removed, Mr Kohl argued in favour of retaining some exemptions from government income tax for people who pay church taxes.

He also warned against exaggerated expectations. People "should not get the impression that a cornucopia of tax reductions will sweep over them," he said.

rates had not been balanced by broadening the tax base.

Tax reform has been Bonn's hottest political topic during the recent quiet weeks of summer when most leading politicians have been on holiday.

Mr Kohl's admission of the need for a VAT increase, after

## King Hussein promises 'iron-fist' response and sends in elite troops

## Jordan riots spread after bread price rise



## NEWS: INTERNATIONAL

## Bonn presses Paris on military projects

By David Owen in Paris

Mr Volker Rühse, Germany's defence minister, yesterday stepped up pressure on France for a swift resolution of the two countries' differences over several military equipment projects.

Speaking before a meeting in eastern France with Mr Charles Millon, his French opposite number, Mr Rühse said a solution to the problems needed to be found by the end of this year.

He said that the two countries

would take stock of their co-operation on a number of equipment programmes - ranging from the Tiger attack helicopter to the Helios reconnaissance satellite - at the next regular Franco-German summit. This would take place in Germany on December 9.

Tensions over military co-operation between the two countries appeared to be heightened last month, first by the German defence ministry's suggestion that a number of joint weapons projects would have to be reviewed in the

light of smaller defence budgets in both countries, then by France's announcement of a reduction of its military personnel in Germany.

From Bonn's viewpoint, it is the Tiger that is thought to present the most difficulties. It wants an agreement on the manufacture of the NH90 transport helicopter to guarantee army mobility.

Yesterday's talks - described as "friendly" by the French defence ministry - began over lunch in a country inn near Belley, the small town east of Lyons of which Mr

Millon is mayor. Bosnia and Nato were also on the agenda.

Mr Rühse said he was "sad" at the proposed French troop withdrawals and hoped the "intimacy" created by the presence of French soldiers in Germany would be preserved in the Franco-German brigade that is part of the Eurocorps.

Paris has indicated it will leave only 3,000 French troops in Germany by the end of 1998, down from about 20,000 at present. The cuts stem from President Jacques Chirac's decision earlier this year

to end nearly a century of military conscription and to peg defence spending for 1997-2002 at an annual FFfr185bn (\$86.2bn).

Mr Millon said France would "move ahead on these decisions in a gradual manner so there will be no unmanageable repercussions in the field". He said Paris would carry out its military reform plans in close co-operation with its neighbour. "Mr Rühse is disappointed by the departure of some regiments but he understands the reforms," he said.

## Survey shows optimism on Emu

By Gillian Tett, Economics Correspondent

Growing confidence in European monetary union is demonstrated today by a survey that shows four fifths of European Union economists now expect it to begin in 1999 as scheduled.

The report - collected by the UK group Consensus Economics early last week - found that over 80 per cent of EU economists still expect Emu to proceed and none of the 75 economists surveyed forecast that the project would be abandoned.

Back in January only 57 per cent of the same panel expected it to go ahead, while 32 per cent predicted it would be abandoned.

The survey is striking, given the recent turmoil in the financial markets. In the last two weeks the French franc has been weakened by rumours that France will face severe difficulties in meeting the budget deficit criterion for Emu.

The main reason for the increased optimism is a growing belief that Mass-tricht Emu criteria will be interpreted flexibly. The consensus forecast among the economists is that Germany and France will miss the condition that a budget deficit must be no more than 3 per cent of gross domestic product. Germany is also expected to miss the criterion that debt should be no more than 60 per cent of GDP.

The most likely candidates for membership were considered to be Germany, France and the Netherlands, closely followed by Belgium, Austria and Ireland.

Denmark, strikingly, was also considered a possible member, with 42 per cent of economists predicting Emu entry - even though the country has the right to "opt out." A similar proportion of economists thought that Finland would join. But only 13 per cent of economists predicted Swedish participation. Italy's chances of membership were deemed the second lowest in the EU, only marginally higher than Greece.

However, these overall numbers concealed some intriguing national splits. A quarter of Italian economists thought that Italy had a chance of membership, but no German and French economists agreed.

Meanwhile, about a tenth of German and French forecasters thought the UK might be a member, but no UK forecasters predicted this. Seventy per cent of French forecasters expect to see Danish membership, although only 23.5 per cent of UK forecasters expect the UK to join. UK economists remain the most doubtful about Emu, with only 71.4 per cent predicting that it will go ahead. Nevertheless, this is a sharp increase on the picture six months ago, when only 27.5 per cent were anticipating the project.

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## Bitter legacy keeps Cyprus split

Anger grows at failure to reunify the island, Kerin Hope writes



Mr Costas Simitis, Greece's prime minister, urged restraint during a visit to Cyprus at the weekend, saying the island could only be reunited by "peaceful means through diplomatic efforts", writes Kerin Hope. Mr Simitis (pictured seated left) with Cypriot president Glafkos Clerides (right) visited the families of two Greek Cypriots killed in clashes last week with Turkish Cypriots. His trip followed one by Mrs Tansu Çiller, the Turkish foreign minister, to the Turkish Cypriot sector, where she accused Greek Cypriots of provoking the clashes.

The Greek premier backed the Cypriot president's position that Cyprus should be demilitarised as part of a settlement. However, Mr Simitis pledged military support for the Greek Cypriots if they were attacked.

The most serious intercommunal violence since the invasion.

Mr George Hadjicostas, who led a group of Greek Cypriot motorcyclists on a ride from Berlin to the buffer zone, to draw international media attention to the division of Cyprus, says: "We decided to demonstrate because biking carries an image of freedom, and we're denied freedom of movement on our own island. I can ride across America if I want, but not to my family home."

Though unmarked for much of its length, the Green Line is a formidable barrier. Only a few of the 2m foreign tourists hosted every year by the Greek Cypriots make the day trip north from Nicosia, which requires them to return to the UN checkpoint before sunset.

On weekdays, about 6,000 Turkish Cypriots cross the

buffer zone to work at construction sites in the south.

A few Greek Cypriots, mostly parliamentary deputies and officials from non-government organisations, make occasional visits to the Turkish Cypriot sector. Turkish Cypriot officials are usually willing to drive them to their former homes, they say. If not derelict, these are occupied by a Turkish officer's family or settlers from mainland Turkey.

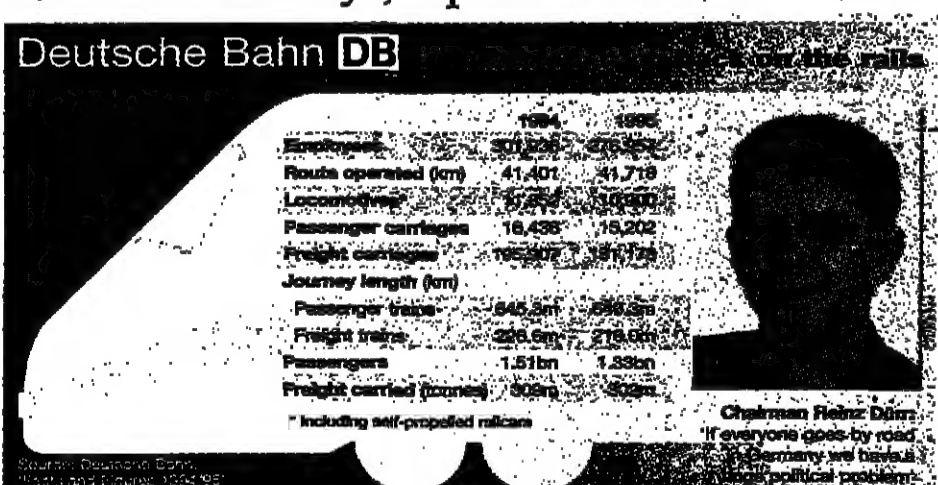
Property is a key issue of the Cyprus problem. About 180,000 Greek Cypriots, about 30 per cent of the island's population, abandoned homes and businesses in the north after the invasion, but only about 30,000 Turkish Cypriots moved out of southern Cyprus.

Mr Kyriacos Pountouris, from the citrus-growing district of Morphou, says: "Our family made a comfortable living from 20 acres of orange, lemon and grapefruit trees. We don't need compensation because we're doing well, but we'll feel uprooted until we can go back."

However, Greek Cypriot officials claim the Turkish Cypriot administration has started issuing title deeds to some of the 80,000 settlers from mainland Turkey, while senior Turkish officials serving with the 30,000-strong military garrison have kept Greek Cypriot villas as holiday homes after their posting on Cyprus ends.

## Slow track for German rail sell-off

The primary aim of politicians is to increase use of the railways, reports Charles Batchelor



Invested rail system placed a huge additional burden on rail managers.

Meanwhile, considerable sums of public money will continue to be invested in modernising the network, especially in the former East Germany. Total investments in 1996-2000 will be DM77bn (\$23bn).

DB's first two years in the commercial sector have both produced pre-tax surpluses, rising from DM491m in 1994 to DM553m last year for the group as a whole, on turnover up from DM29bn to DM32.9bn.

"No one expected us to be in the black," says Mr Dürr. "We are on the right track. But we can't make high profits because we are still receiving taxpayers' money."

"It might seem no big deal for us to make a profit in view of the large write-offs

and other help we were given, but this was against the background of a sharp decline in our freight business," says Mr Frank Ludwig, director of transport policy. Deregulation of the German haulage industry and the collapse of communism led to an influx of competitive road hauliers from eastern Europe and the railway's freight business, which still accounts for nearly a third of turnover, remains under strong competitive pressure.

As part of its cost-cutting drive DB is reducing staff numbers, down from 945,000 in 1993 to 256,000 now, and putting pressure on equipment suppliers to reduce prices. The average cost of new trains, measured by the cost per seat, is down from DM25,000 to DM16,000.

In the longer term, the

greatest potential challenge lies in the prospect of new competition emerging for freight and passenger services. But in practice this seems unlikely to happen in the near term because of the cost of acquiring rolling stock to launch new services.

In the past, competing railways have run trains on the national rail network - at DB's discretion - but these have been either freight services mainly serving factory or harbour installations or municipally owned passenger services. There has been no competition from purely commercial operators.

"We have not seen any new private operators come along," says Mr Ludwig. "The reason is that entry costs are so high and margins are small. Things are changing though not

as fast as people wanted."

Interest in running competing trains may be starting to emerge, though. BASF, the chemicals group, recently announced plans to run freight trains on the DB network.

Apart from the economic uncertainties of launching rail services, private operators may be deterred by DB's continued ownership of both infrastructure and competing train services.

The company points out that private operators can complain to the industry's regulator, the Federal Rail Office, or to the Federal Cartel Office if they believe they have been unfairly treated. But these safeguards are no substitute for a complete split of track ownership from train operations.

DB, for its part, is afraid that private operators would "cherry pick" the most profitable services. If private operators began running trains carrying bulk freight, which is profitable, this could force DB to scale down marginal freight activities, currently cross-subsidised, such as piggy-back road trailers on rail wagons.

Privatisation of Germany's railways is still at a very early stage and remains hedged with uncertainties. It continues to enjoy considerable public subsidies but the mechanisms for introducing true competition appear less robust. Greater political consensus on the role and importance of rail allows railway managers a generous timetable to complete the experiment though ultimately it will be judged on its ability to cut subsidies and raise efficiencies.

## INTERNATIONAL NEWS DIGEST

## Philippine bid to end revolt

Mr Nur Misuari, leader of the Philippines' largest Muslim separatist group, is to meet President Fidel Ramos today in a move to be jointly presented as the end of a conflict which has claimed 50,000-100,000 lives.

The meeting, to take place in Mindanao, the Philippines' southernmost island, and home to most of the country's 5m Moslems, paves the way for the signing in Jakarta of a permanent peace deal between Manila and the Moslems at the end of the month.

Described by the Malacanang Palace as an "historic" event, it will be the first meeting between the formerly exiled Mr Misuari and Mr Ramos since he was elected president in 1992.

## Germans probe Libyan sales

The German authorities are investigating two companies in the north German town of Mönchengladbach that are suspected of illegally supplying Libya with sophisticated computer equipment for use in a plant to produce poison gas and chemical weapons, the Südwestfunk television channel reported yesterday. The Mönchengladbach public prosecutors office, which yesterday was unavailable for comment, has scheduled a press conference to discuss the case later today.

According to Südwestfunk, CSS Semiconductor Equipment and Indicator Datenverarbeitungs Service are being investigated for possible infractions of Germany's foreign trade and arms control laws. The television station reported that two employees of the companies have been arrested and a warrant has been issued for the arrest of a German citizen. In Bonn, the economics ministry said it was aware of the investigation but could not yet comment.

## Illegal immigrants eye Spain

Spanish police have intercepted an unprecedented number of North Africans trying to enter the European Union illegally by crossing the Strait of Gibraltar in small boats. Government officials said more than 1,500 had been detained so far this summer, of whom about 800 had already been deported. The migrants, crammed in outboard-motor dinghies and without identification papers, are mostly male Moroccans.

More than 250 have been picked up by maritime Civil Guard patrols in the past week, including four boatloads with a total of 108 people early on Friday near Tarifa, the closest point to the Moroccan coast. The influx has apparently been augmented by confusion over prospects for obtaining legal status in Spain. The Spanish authorities have given immigrants who have previous residence or work permits until August 23 to legalise their situation, but this does not apply to new arrivals.

Mr Isaias Pérez, head of social affairs in Andalucía's regional government, warned of further migration waves unless the European Union increased economic aid to alleviate conditions in North African countries. The region, he said, "cannot be the guardian of the west, just with defensive policies".

## Credit Suisse in job cuts deal

Credit Suisse, the second biggest Swiss banking group, has reached agreement with its staff associations on ways to soften the impact of the 3,500 jobs which will be lost as a result of its restructuring announced last month. CS has accepted the reduction in the number of jobs will be achieved almost entirely without redundancies. Up to 2,100 jobs will disappear as a result of normal staff turnover, and increased use of part-time working, retraining for new jobs, and improved early retirement terms will account for the rest. The proportion of part-time workers will increase from 16 per cent to 20 per cent and Credit Suisse has agreed to maintain the number of traineeships for school leavers and university graduates in 1997-98 at current year levels.

The scale of the job losses at Credit Suisse has caused considerable concern in Switzerland which is struggling to come to terms with a historically high rate of unemployment which shows no sign of falling. The fact that Mr Rainer Gfödt, Credit Suisse's chairman, led the negotiating team underlines how seriously the bank took the criticism that it was undermining the Swiss economy. The Swiss Bank Employees Association and the Swiss Association of Commercial Employees, who have been negotiating for improved terms, says that Credit Suisse has come up with a solution which is "very progressive by Swiss standards".

## China's paper demand soars

China's annual demand for paper is expected to exceed 30m tonnes by 2000, up from the present 25m tonnes, according to the China Packaging News. China's 5,600 paper mills produce 21.3m tonnes of paper and paperboard a year. China imports about 5m tonnes of paper products to cope with booming demand in its packaging and other industries, but the new consumer era is putting a heavy strain on existing resources. The explosion in newspaper and magazine titles means China is one of the world's leading newspaper importers. China imported 5m tonnes of paper and paperboard in 1995, 800,000 tonnes of pulp and 900,000 tonnes of waste paper.

## Russian airmen elude Afghans

Seven Russian airmen held hostage by the Taliban Islamic militia in Afghanistan escaped their captors and have arrived in the United Arab Emirates, a senior Pakistani official said yesterday. Giving the first details of the escape the official said the seven crew members overpowered their Afghan guards and flew out from Afghanistan's southern town of Kandahar, in their Ilyushin-76 cargo aircraft, arriving in the UAE on Friday. Pakistani officials said they were still trying to confirm the status of three Afghan gunmen who arrived in the UAE with the Russian airmen. It wasn't clear if the gunmen had defected from the Taliban or were overpowered by the Russians.

The Russian crew was forced to land by a Taliban Mig-19 fighter at Kandahar a year ago while flying with a load of arms and relief supplies from Albania, for the beleaguered government of Mr Burhanuddin Rabbani, the Afghan president.

## World drug sales show modest 6% growth rate

By Daniel Green

World drugs sales in the first five months of this year were up a modest 6 per cent on a year earlier at \$58.5bn, according to figures published today.

A year ago, sales were growing by 11 per cent; that was the best growth rate for at least two years.

The figures cover pharmacy sales in the world's 10 biggest markets, as collected by the specialist market

researcher IMS International.

They show the US as the biggest market with sales increasing by 6 per cent, excluding currency effects, to \$23.5bn.

The fastest growing of the main markets was Italy, with sales up 13 per cent to \$3.8bn. This is partly a recovery from two years of poor or negative growth as a result of government measures to curb the increase in spending on drugs.

Germany, the third biggest market, grew 7 per cent to \$7.1bn, while France grew 6 per cent to \$6.4bn. Both these compare with 8 per cent growth for the first four months of the year.

Japan was the second biggest market, with sales rising 1 per cent to \$9.6bn. This represents a sharp improvement from the first quarter, when sales were held back by distributors stockpiling in anticipation of government-mandated price cuts.

UK sales grew 11 per cent to \$2.7bn, the same as for the first four months, but compared with 9 per cent for the same period a year ago. By medical area, anti-infectives, which include both antibiotics and anti-

ral drugs, showed a sharp recovery from the early months of the year when a mild influenza season cut sales sharply compared with 1995. Sales fell 2 per cent to \$6.1bn, compared with a fall of 5 per cent in the first

quarter and a rise of 21 per cent in the first five months of 1995.

Nervous system drugs, which include antidepressants such as Prozac, made by US drugs company Eli Lilly, were the fastest grow-

ing of the main medical areas. Sales grew 13 per cent to \$6bn.

Heart drugs remained the biggest single area, with sales up 4 per cent to \$10.2bn. The sector is subject to severe competition.

World pharmacy drug purchases\* January-May 1996 \$m

	Japan	Germany	France	Italy	UK	Spain	Canada	Belgium	Netherlands
Alimentary/Metabolism	3,790	1,914	1,174	897	616	529	359	238	125
Cardiovascular	2,722	1,122	534	794	50	178	276	115	108
Chemotherapy	1,174	881	317	416	220	85	126	108	41
Others	4,860	2,547	1,472	673	705	509	412	277	142
Charge%	5.7	7.1	7.7	7.3	13	11	10	4	9

\*Source IMS International

Percentages excluding currency fluctuations



## Beijing condemns US law on sanctions

By Tony Walker in Beijing

China has sharply criticised the US over a new law which threatens sanctions against companies doing business with Iran and Libya, accusing it of dictatorial behaviour.

A signed article in Outlook, an authoritative weekly Communist party magazine, said Washington was engaging in "serial sanctions" in its threats to penalise foreign companies which invest more than \$40m in Iran or Libya.

The US says both countries sponsor international terrorism and have been involved in terrorist acts against American citizens.

The US, the article said in language reminiscent of the cold war period, was guilty of "hegemonical thinking". It was also "practising interventionism to make itself a dictator of international, political and economic affairs".

"Placing its own law above international laws and practising extra-territoriality showed incisively the

US hegemonical ideology of over-representing arrogance that those who submitted would prosper and those who resisted would perish," it added.

The commentator said the new law showed the "US ideology of power politics had shifted from politics to economy, and its means of sanctions from multilateral sanctions to unilateral sanctions".

The Outlook commentary goes further than strong criticism in Europe of the US "anti-terrorist"

measures and reflects Chinese irritation with US pressures on a wide range of issues from human rights to arms proliferation.

The commentary also repeated Chinese criticism of Congress's Helms-Burton law which seeks to impose sanctions against "non-American" companies engaging in business with Cuba.

"As the only superpower after the end of the cold war, the US having the UN in its power stubbornly practised multilateral inter-

ventionism and succeeded in certain cases," the article said.

The article said, however, the US had never expected its "serial sanctions" would arouse "serial condemnations... and possibly serial counter-sanctions".

The measures, the commentary added, "violated" the UN principle of equality and sovereignty. They also posed a serious threat to the World Trade Organisation and risked aggravating regional tensions.

## Business slows to trickle as gates of netherworld open

# Ghost Month puts the wind up Taiwanese

By Laura Tyson in Taipei

Superstition is both boon and bane for business in Taiwan during Ghost Month, when sales of fake money and incense soar but car and house purchases plummet, new business ventures are postponed and few dare get married or travel.

For during the seventh month of the lunar calendar, this year from August 12 to September 14, tradition has it that the gates of the netherworld are thrown open and ghosts swarm out to mingle with the living.

For certain industries, especially consumer-related, the effects of Ghost Month are particularly severe. Mr David Loeb of ING Baring Securities' Taipei office says that as a rule of thumb, passenger car sales fall to 60 per cent of average monthly levels during Ghost Month.

"The entire passenger car market suffers each year, so naturally we are also affected," a spokesman at BMW's Taiwan sales agent said.

Taiwanese try to placate the roaming spirits by burning paper money, holding Buddhist ceremonies and making offerings of food and drinks on the first, 15th and final days of Ghost Month. But during this most inauspicious time, only the foolhardy tempt fate by doing more than is necessary.

"The ghosts don't try to kill you and take your body so they can continue to live or anything like that," said Ms Chen Chen-mei, who performed a money-burning ritual in front of her shop. "It's just a very unlucky period, so people feel it's safer to stay at home."

Some industries must calculate Ghost Month into their business plans. Besides cars, the construction industry slows to a crawl at this time of year. "Very few people will launch new projects or buy apartments during this time," Mr Loeb says.

A spokeswoman at Cathay Construction, a leading building concern, said work

continues on projects already under way, but marketing of pre-sale units is suspended during the month.

To attract customers, department stores, bridal shops and hotels offer reduced rates and special offers. Restaurants also see less business.

Taipei's Grand Hyatt, the island's biggest hotel, said banquet business falls to about a third of normal levels, partly because of the sharp drop in weddings. Because many of the Hyatt's guests are foreigners, occupancy levels are stable but other five-star hotels in the capital report fewer guests, due to reduced tourism.

For many Taiwanese, even those educated overseas, the modern-day world of high-rises, cellular phones, super-sonic travel and luxury cars co-exists with spiritual beliefs rooted in traditions of an agricultural society which has all but vanished.

"Ghost Month is just part of our customs. Many people, especially the older generation, say: 'Don't go to the beach, don't stay out late, don't do this, don't do that,'" explained Ms Huang Chiu-li, a secretary. "I've never seen a ghost myself, so I can't say I believe in them but I can't say I don't believe in them either. Either way, I'm still afraid."

Young people are admonished not to go swimming, for fear a ghost may pull them under. Couples are told they will have ill fortune if they marry during Ghost Month. Hospitals report a rise in caesarean sections by expectant mothers on the eve of Ghost Month, and patients delay needed surgery until after the dreaded lunar "July" is finished.

Still, not everyone worries about fending off the homeless and hungry roving spirits. "My grandmother is a Christian, so our family doesn't believe in all these superstitions," said Ms Li Wen-yi, a university student. "We don't really pay any attention to Ghost Month."

## Handshake hides a struggle in Jakarta

Troops guard roads as Megawati meets Suharto, writes Manuela Saragosa

The polite handshake did not hint at the struggle of the past month. Ms Megawati Sukarnoputri was courteous and President Suharto a gracious host when they greeted each other at Independence Day celebrations at Jakarta's neo-classical Istana Merdeka palace at the weekend.

It was their first meeting since Ms Megawati was ousted more than a month ago as leader of the opposition Indonesian Democratic party (PDI) by a government-backed candidate, provoking the worst riots in Jakarta in 50 years.

This was no normal meeting and evidence that all was not normal was apparent outside the palace walls. Troops guarded roads leading to the palace and Proklamasi Square, venue for alternative, pro-democracy celebrations last year, was sealed off and guarded.

On Friday, President Suharto had delivered a state of the nation address in which he had pointedly refused to make reference to Ms Megawati, though he pinned blame for the riots squarely on communists.

The presidential address is conventionally "long on economic development and



Megawati Sukarnoputri fanning herself at Saturday's Independence Day celebrations

short on politics," but Friday's offering was an exception.

No change was needed in the country's political structure, the president said. He talked of the riots unsettling the hard-won "consensus" and that, in any case, the perpetrators did not enjoy

broad support; he warned Indonesians of a communist threat, and referred to his government's continuing efforts to suppress such agitation.

Thirty years ago, President Suharto put down an alleged communist coup and an estimated 500,000 were

killed by government forces. For President Suharto, communists were the bogey then; they remain so today. Diplomats and analysts say his obsession with "communists" is a sign he may be out of touch with the population.

The president's legitimacy partly rests on his suppression of the "communist spectre", since when his country has enjoyed stability and economic growth averaging 6 per cent.

To Ms Megawati and her supporters, references to "communists" are irrelevant and disguise deeper causes of political unrest.

"There are a lot of problems which can't be solved properly [by this government]; this results in the emergence of social gaps which are vast, and problems of land rights and unemployment," she says.

The "communist threat" also seems a tactic to deflect attention from Ms Megawati. To the government, she represented a threat as the PDI leader because her party's calls for democratic reform and her popularity (she is the daughter of Indonesia's

founding President Sukarno, who was ousted by Mr Suharto in 1965) risked robbing the president's Golkar party of votes at next year's general elections.

"She doesn't have to do anything. The more the government persecutes her and her supporters the more they boost her popularity," a Jakarta political analyst says.

Yet her popularity is impossible to measure. Most agree, however, that her support is rooted in the continuing appeal of her father. "My father is still widely respected in this country, but I also have my own role. I have my own say, without which my last name would be meaningless."

She remains reserved about her intentions. "Victory or defeat is not something I care about. It's the struggle that I care about. Of course, it is the people who will judge how true the [government's] claim is that this country is founded on the rule of law and how far the law is being upheld."

This, however vague, amounts to a political agenda, say analysts. "No

one really knows what Megawati is thinking," says Ms Dewi Fortuna Anwar, political scientist at the Indonesian Institute of Sciences. Nevertheless, "it would be politically costly for Suharto to arrest Megawati."

However, the riots have given the government a pretext to crack down on activists ahead of next year's parliamentary elections.

At the same time, the government has avoided pointing a finger at Ms Megawati and instead blamed the riots on Budiman Sujatmiko, leader of the People's Democratic Party (PRD), a group which calls for democratic reform and has publicly supported Ms Megawati.

Ms Megawati's future is, in effect, on hold. She is a member of parliament, though no longer with a role in the neutralised PDI. Having been marginalised, her rehabilitation in the political mainstream will be tough.

She gives no clues about her intentions. "I'm in a difficult situation," she says. Just as she was when greeting her adversary at his presidential palace.

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## Doubts raised over Vietnam banks' lending

By Jeremy Grant in Hanoi

A confidential report by Vietnam's central bank has exposed the precarious financial health of the 54 joint stock banks that have sprung up in the past five years of the country's tentative banking reforms.

Foreign bankers and economists, who regard the joint stock banks as spearheading the country's move away from the inefficiencies of

socialist-style banking, are likely to be shaken by the revelations of their fragility.

The report lists a series of chronic ills, slumping slack credit controls, swelling portfolios of "overdue loans" and "a failure in lending policies".

It found that most of the top-ranked joint stock banks, which control about 7 per cent of the lending market, compared with 18 per cent for foreign banks,

and 75 per cent by the dominant four state-owned banks, are saddled with "an alarming level" of unrecovered loans. Many lend amounts to single customers in excess of a statutory limit of 10 per cent of shareholders' funds, the report says.

Vietnam's joint stock banks are owned by shareholders, usually a mix of state-owned enterprises, state banks, prominent state sector businessmen and

occasionally private investors. Maritime Bank, one of the biggest joint stock banks, includes in its list of shareholders a Hong Kong based investment fund.

This ownership structure has helped them become more responsive to market forces and reduced the banking sector's dependency on the kind of politically inspired lending that continues to keep much of Vietnam's state sector afloat.

In the report, investigators put "outstanding overdue loans" at another large joint stock bank, Eximbank, at 31.7 per cent of its loan book. The average for all joint stock banks was 13 per cent of all loans.

"For banks that have high overdue debt ratios and low credit quality, the State Bank shall take measures to restrict their operations until they have rectified their operations," it said.

The weaknesses exposed by the report may make for depressing reading for joint stock bank managers, but they also raise questions about the financial health of the four state-owned banks, where it is impossible to pin down how much of their loans would be classified as bad, under international accounting standards. Vietnamese banks have yet to recognise the concept of a non-performing loan.

## Thai telecom deal underlines shady business-politics links

Ted Bardacke reports on the problems of the Banharn government as claims of corruption dominate political life

It was the kind of deal that would normally make headlines. The state-owned Telecommunications Organisation of Thailand (TOT) and TelecomAsia, a subsidiary of the country's largest industrial conglomerate, the CP Group, last Thursday signed an agreement broadening the private company's concession in fixed phone lines to include the Personal Handyphone System, a low-cost mobile phone system that has swept Japan.

But the hastily arranged signing ceremony, uncharacteristically sedate for the two powerful organisations, barely caused a ripple.

Thailand was instead focused on the fate of the crumbling government coalition of Prime Minister Banharn Silpa-archa and his defiant national address later that evening, when he vowed to continue in office in spite of holding only a slim majority in parliament after Wednesday's withdrawal of the Palang Dharma party (PDP).

In fact, with Thailand's political radar so finely tuned, the venture should have come under more scrutiny. It is just one of many business deals driving wedges in the government coalition, with party leaders seen to be moving to protect their own financial interests or to further the fortunes of powerful business groups with whom they are allied.

In addition to the new TelecomAsia concession, other politically controversial deals include the plan for a stock market listing for state-controlled oil refiner Thai Oil and the bribery charges surrounding new domestic banking licences, allegations which sparked PDP's pullout.

The TelecomAsia deal was rushed - final terms were still being negotiated when



Chavalit (left) and Thaksin: clashed over satellite

the TOT board approved a plan different from the one approved by the Thai cabinet - on orders of Deputy Prime Minister Gen Chavalit Yongchaiyudh, according to TOT officials.

"It was certainly politically motivated," says Mr Paul Ngo, telecommunications analyst with ING Baring Securities. "Chavalit wanted to give TelecomAsia some insurance just in case this government collapses."

Gen Chavalit, who is also defence minister and leader of the New Aspiration party, the coalition's second largest, makes no secret of his desire to become prime minister if a new election is called.

To do so he needs money; not just for the traditional vote-buying that accompanies a Thai political campaign but to buy MPs with safe seats for his party in a bid to become the largest in parliament.

Whether TelecomAsia will oblige will never be known. Unenforced and arcane campaign financing laws ensure campaign financing laws ensure campaign financing laws ensure

payroll, but admits "as a politician I'm supposed to serve businessmen".

The problem, as far as coalition politics is concerned, is that the TelecomAsia deal is a challenge to Thailand's existing mobile phone operators, including Advanced Info Service, owned by PDP leader Mr Thaksin Shinawatra. Mr Thaksin, who earlier this year clashed with Gen Chavalit over the latter's plan to launch a 10m military satellite that would compete with the former's satellite communication business, also will need to harness resources for a new election.

The close intersection between politics and business in Thailand "is not new but it's more apparent now because business is more transparent. A decade ago politicians weren't involved in companies listed on the stock market," says Mr Korn Chatikavanvit, president of Jardine Fleming Thailand Securities. "Also the sums involved now are mind-boggling."

In the bank licence case,

where Justice Minister Chalerk Yoonhamrungs alleged that kickbacks were involved in the awarding of new licences, transparency certainly helped fuel the political fire. Applicants were required to submit a detailed list of shareholders, providing lots of fodder.

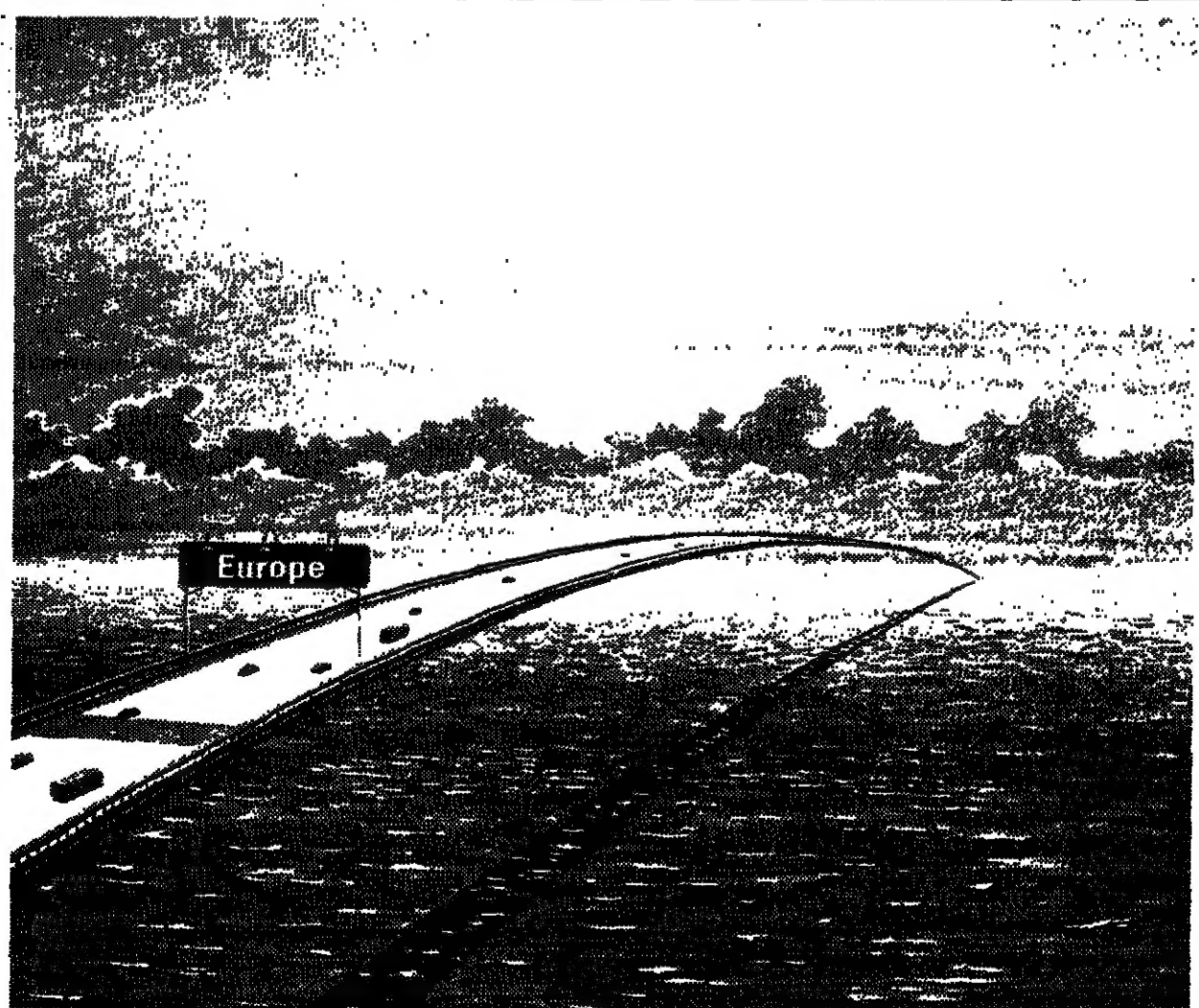
Mr Chalerk said Mr Thaksin was upset about the bribery allegations only because his brother-in-law was part of one of the winning consortiums.

Mr Thaksin shot back with his own accusation: "Chalerk made the payment allegation because somebody who was not given a licence wrongly thought those who had [been given licences] had bought them. That somebody happens to be (Asia Times publisher) Sondhi Limthongkul... who is a close friend of Mr Chalerk."

In the same cabinet meeting where the bank licence issue was discussed, Mr Chalerk and Mr Thaksin clashed when Mr Chalerk demanded onerous conditions to a PDP proposal to list Thai Oil on the stock market.

Mr Chalerk is understood to hold a grudge against Mr Kasama Chantakavanvit, Thai Oil chairman, who as governor of the Electricity Generating Authority of Thailand (Egat) in 1990 fought off a bid by Mr Chalerk, then a Prime Minister's Office minister and on his way to being declared "usually rich" after the 1991 military coup, to get control of some of Egat's lucrative contracts.

Taking stock of recent events, Mr Anand Panyarachun, former premier and champion of clean, efficient government, says the roots of the bickering are "the shamelessness of our leaders today." He says: "When leaders are shameless, they can do anything, whether it's corruption or creating a new crisis."



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## NEWS: INTERNATIONAL

## River of frustration overflows in Jordan

By David Gardner  
Middle East Editor

On the east bank of the Jordan Valley a river of frustration is overflowing.

King Hussein of Jordan, who has survived for 44 years as ruler of the territory ceded by British colonial authorities to his grandfather as an ungovernable area overrun by lawless Bedouin, is facing a revolt just when his margin for manoeuvre is contracting.

The crisis has been triggered by a doubling of bread prices, agreed as part of an International Monetary Fund-sponsored programme to cut the budget deficit and deepen structural reform of Jordan's economy.

As in similarly fierce rioting in 1989 sparked by an IMF-backed fuel price rise, it is the Bedouin tribes and ethnic "East Bank" Jordanians who have risen in fire, not the Palestinians. Originally from the Israeli-occupied West Bank, the latter form 60 per cent of the 4.3m population. The Bedouin



King Hussein ordered 'iron fist' policy to quell anti-state violence stemming from protest over bread price rises

army and an administration dominated by tribal grandees make up the bedrock of King Hussein's power base.

The king responded to the 1989 revolt with the first elections to parliament since 1957, and by sacking the prime minister. This time, he has suspended parliament, but cannot easily offer to sacrifice Prime Minister Abdel-Karim Kabariti, ushered into office this January as the emblem of a "white revolution": a new departure

into accountable and efficient government.

The 1994 peace treaty with Israel, which King Hussein promised would help Jordan develop into a middle-income economy, is deeply unpopular, and has failed to deliver perceptible "peace dividends". Mr Kabariti, foreign minister in the previous government, is intimately associated with the king's strategic turn to rapprochement with Israel. To sack him would encourage

parliamentary elections. As a result they were marginalised for the last four years. This year, exiled Maronite leaders opposed to Syrian dominance of Lebanon called again for a boycott after parliament amended an electoral law which carved Mount Lebanon into smaller constituencies than in the rest of the country, dispersing the Christian electoral majority and ensuring a strong showing by allies of pro-Syrian Lebanese leader Walid Jumblatt.

However, some local Maronite leaders ignored the boycott call and are running in the elections. Initial interior ministry figures put turnout at between 40 and 55 per cent, the usual level seen in Lebanese elections, indicating the boycott call had largely been ignored.

Despite participation of such anti-Syrian candidates, the elections are expected to produce another largely pro-Syrian parliament.

This is important for Damascus at a time when Israeli prime minister Benjamin Netanyahu is attempting to isolate Syria in the peace process by proposing

already intense pressure to cut back on links with Israel. The revolt began on Friday in the south Jordanian Crusader stronghold of Karak.

Karak was brought under control by elite Bedouin troops after two days in which banks and the local branch of the education ministry had been burned, and was yesterday under curfew.

But not before the rioting had spread through southern Jordan, engulfing Tafilieh, Maan, and reaching the poor suburbs of Amman, the capital, yesterday.

The king, who enjoys great if not unquestioned authority in Jordan, has visited Karak and the south, and should be able to regain control. He has vowed to crush with "an iron fist" any hand of any demented person and anyone who challenges security and instigates dissent.

The bread price rise is severe, from about \$0.12 to \$0.24 a kilo. The government has spent two months preparing the ground, intending to target bread subsidies on

the neediest, and reasonably, has pointed to the paradox of how neighbouring countries such as Syria benefit most from Jordanian wheat subsidies through a lively smuggling industry.

The subsidy cut would yield about a third of the savings Jordan needs to meet IMF fiscal targets.

The government can point to a considerably strengthened economy. After near-collapse in 1989, when the dinar collapsed, Jordan defaulted on its then \$82m (\$5.8bn) foreign debt, and a banking crisis ensued. But what it cannot claim is a level of per capita growth anywhere near the expectations it raised following peace with Israel.

The king's enthusiasm for closer links with Israel, plus his vote-face on Iraq after refusing to join the US-led alliance against President Saddam's 1990 invasion of Kuwait, is resented by his people.

Jordan did well out of hosting last November's Middle East economic summit in terms of soft loans,

international donor approbation, and some foreign investment, but the much-touted Israel-Jordan-Palestine "triangle" of development is nowhere in sight.

Since the election in May of Mr Benjamin Netanyahu at the head of a hardline Israeli government hostile to trading conquered Arab land for peace, the king has gone further out on a limb by insisting little has changed in the regional peace process.

All this has helped crystallise broad discontent, centred on the Islamic Action Front, the Jordanian arm of the pan-Islamic Moslem Brotherhood.

To keep peace with Israel, King Hussein has had to roll back democratic reforms. To prepare for the elusive benefits of peace, he has had to impose hardship on his fast growing population. Mr Kabariti may have to go, but the king will need more than this and his Bedouin troops to persuade his people that he is leading them to prosperity and stable ties with Jordan's neighbours.

## Perot wins nomination in low poll

By Jurek Martin  
in Washington

Mr Ross Perot has predictably won the presidential nomination of the political party he created, but by a slimmer margin than expected and on a voter turnout so low as to renew doubts about how well he would do against President Bill Clinton and Mr Bob Dole in November.

The Texas billionaire and 1992 independent presidential candidate scored 65.2 per cent of the Reform Party's ballot against the 34.8 per cent of his only challenger, Mr Dick Lamm, former Democratic governor of Colorado.

Only about 50,000 of the party's registered membership of 1.1m took part in the ballot. Mr Lamm had accused Mr Perot of denying him access to party voting lists, slowing distribution of ballot papers and otherwise limiting publicity to which he said, he was entitled as an official candidate.

Ms Loren Oliver, head of New York's small Independence Party and a backer of Mr Lamm, claimed that 30 per cent of her party's members did not receive ballots. She threatened to try to keep Mr Perot's name off the November ballot in the state.

Mr Perot was due to accept the nomination last night in Valley Forge, Pennsylvania, where the Reform Party was to continue its convention.

The first day, in Long Beach, California, last Sunday, had seen Mr Perot declare, apparently unequivocally, "I want to be your president." He also scheduled an evening performance on Larry King Live, the CNN programme for which he has in the past reserved his most important pronouncements.

Recent public opinion polls have shown his support dropping to single digits, as low as 3 per cent in a New-sweek survey published yesterday, well below the 19 per cent four years ago.

Although notoriously unpredictable, it will be difficult now for Mr Perot to avoid running and save face. But, if he does go ahead, he faces two immediate and critical decisions.

The first is whether to

accept federal matching funds for his campaign. His 1992 performance entitles him to accept \$29.5m, but he would limit his personal contribution to \$50,000. Four years ago, he spent over \$60m from his private fortune and the Reform Party's treasury and independent coffers and fund-raising abilities are meagre without his wealth.

The second concerns selection of a running mate, presumably not now Mr Lamm, given the bad blood between the two. His choice in 1992, retired admiral James Stockdale, was a delegate for Mr Dole at last week's Republican convention in San Diego and thus unavailable.

Among those reportedly under consideration are Democratic Congresswoman Marcy Kaptur from Ohio, like Mr Perot a virulent critic of the North American Free Trade Area (Nafta), and Mr David Boren, former Democratic senator from Oklahoma, now president of the state's main university.

Meanwhile, Mr Dole was buoyed by the post-convention Newsweek poll, which had him only two points behind Mr Clinton at 44-42 per cent. But no other national survey has put the deficit anything like that small and the candidate's campaign managers concede it is too early to measure how much of a "bounce" he received from last week's gathering.

Mr Dole, travelling in tandem with his running mate, Mr Jack Kemp, to states considered vital in November, continued to promote his new tax-cut package. He told a rally in Springfield, Illinois, that the country "deserves better than years of slow growth."

Mr Clinton, who was to attend a gala 50th birthday party in New York last night, used his regular weekly radio broadcast for a frontal assault on his opponent's programme. "The American people, he said, must choose between a tax cut that responsibly balances the budget and one that puts our economy at risk, between one that is targeted to help working families and one that is indiscriminate."

## Accusations of rigging mar Lebanon poll

By Rousa Khalaf in Beirut

Accusations of vote-rigging marred the start of Lebanon's parliamentary elections yesterday, the first in which anti-Syrian Christian candidates are taking part.

While thousands of Lebanese troops took up position in the Mount Lebanon region, the first constituency to vote, opposition candidates accused the government of pressurising voters and their government rivals claimed the electorate was being bribed.

One man was reported killed in a fight that broke out between two rival Druze clans in the Aley district, east of Beirut.

The Mount Lebanon constituency is regarded as the most controversial in the elections, due to stretch over five consecutive Sundays. At stake there are 35 seats in the 128-member chamber, with 24 reserved for Christians.

Christian Maronites, the largest Christian sect in Lebanon who traditionally dominated Lebanon's political scene, boycotted the 1992

parliamentary elections. As a result they were marginalised for the last four years.

This year, exiled Maronite leaders opposed to Syrian dominance of Lebanon called again for a boycott after parliament amended an electoral law which carved Mount Lebanon into smaller constituencies than in the rest of the country, dispersing the Christian electoral majority and ensuring a strong showing by allies of pro-Syrian Lebanese leader Walid Jumblatt.

However, some local Maronite leaders ignored the boycott call and are running in the elections. Initial interior ministry figures put turnout at between 40 and 55 per cent, the usual level seen in Lebanese elections, indicating the boycott call had largely been ignored.

Despite participation of such anti-Syrian candidates, the elections are expected to produce another largely pro-Syrian parliament.

This is important for Damascus at a time when Israeli prime minister Benjamin Netanyahu is attempting to isolate Syria in the peace process by proposing

to withdraw from the south Lebanon strip while retaining hold of Syria's Golan Heights.

The proposal, rejected by Syria, would snuff out the resistance put up in south Lebanon by Hizbollah, the Islamist movement used by Damascus to pressurise Tel Aviv.

Despite the conviction that the elections are stage-managed in Damascus, which maintains about 40,000 troops in Lebanon, the poll has generated keen interest among the electorate. Hundreds of candidates

have rushed to join the race, littering the capital with their posters.

The posters looming above all others are those of prime minister Rafiq Hariri, architect of Lebanon's reconstruction project and a candidate for a seat in Beirut.

The billionaire businessman is hoping a parliament seat will win him political legitimacy. It should also help him build a parliamentary bloc to move his reconstruction plan more smoothly through a chamber often resistant to his ambitious programme.

## Brazil-Bolivia deal to spur gas project

Agreement has finally been reached between the Brazilian and Bolivian state oil companies on the financing of a natural gas pipeline between the two countries half a century after it was first proposed.

Construction of what will be one of Latin America's biggest infrastructure projects is scheduled to begin on September 4 but the future of the much-delayed pipeline remains unclear.

The agreement provides \$400m for building the first stage of the pipeline, between Santa Cruz and the Brazilian border. Petrobras, Brazil's state oil company, will provide \$360m in advance payments to YPF, its Bolivian counterpart. The rest will come in equity from the project's partners. YPF will repay Petrobras over 12 years, beginning six months after the pipeline starts operating in December 1998.

The scheme has attractions for both countries. For Bolivia, it is a crucial step to realising its new vision of becoming an energy "hub" for South America. Some three-fifths of total Bolivian territory (over 600,000 sq km) is considered potentially gas- or oil-bearing. Yet under half of that has been explored. Under 500 wells

are at present producing.

The agreement enhances prospects for "capitalisation" of YPF, set for September 26. Some 24 international companies have pre-qualified to bid for a 50 per cent stake in the three packages, two for exploration and production and one for transport, into which it has been divided for transfer to private sector management.

For Brazil, the pipeline offers a much-needed alternative energy source. Its power industry has suffered from under-investment for years. Recently, demand for electricity surged after the government success in cutting inflation; Brazil is dependent heavily on hydro-electric power, but low rainfall has left many reservoirs only 50 per cent full. With technological advances, natural gas has become more commercially attractive to the electricity industry.

"In theory, the project is excellent news," says Mr Pedro Krepel, director for infrastructure at São Paulo's Federation of Industry. "Natural gas is efficient and provides an alternative power

source. The pipeline is a step to regional integration. But gas at any price is not such good news. The model as it stands is a worry."

Critics say the 3,000km pipeline, which will carry up to 30m cu metres of natural gas a day between Santa Cruz in Bolivia and Porto Alegre in Brazil's extreme south, is too ambitious.

Financing for the Brazilian side has yet to be agreed. Requests have been made to the World Bank, the Inter-American Development Bank (IDB) and US and Japanese export credit agencies.

Petrobras and Brazil's foreign ministry said last week

**'The pipeline is a step to regional integration in Latin America'**

stopping at São Paulo. Continuing to Porto Alegre, they say, would reduce that return to 8 per cent.

Terminating the pipeline at São Paulo would allow Petrobras to sell gas to distributors at about \$1.90 per 1m BTUs (British thermal units). Completing the pipeline would force them to raise this to about \$2.80 per 1m BTUs.

Petrobras recently signed a contract with Brazil's southern state of Santa Catarina to supply gas at this price.

It has also secured an agreement from Comgas, the distributor in São Paulo where half the pipeline's gas will be sold, to pay the same.

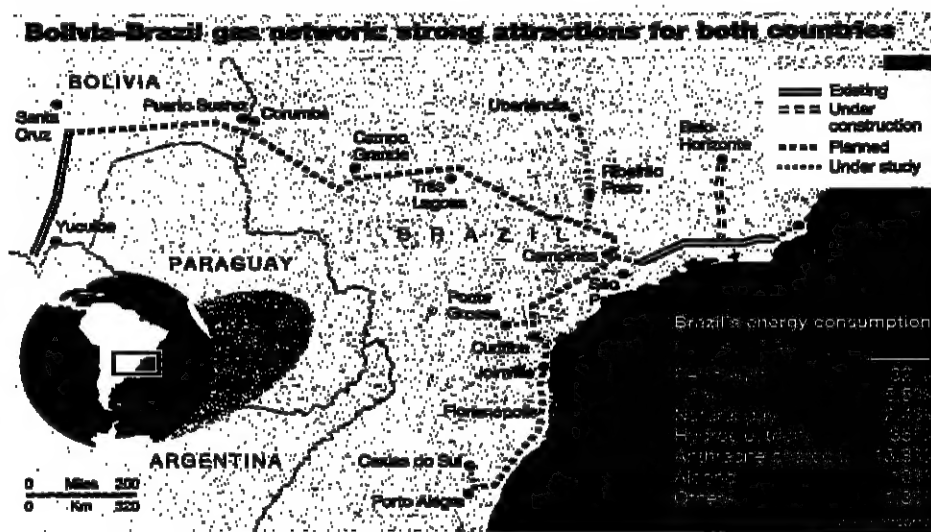
But Comgas says the price remains a big problem and no contract has been signed. While these accords may help Petrobras to reach deals

with other distributors, thereby assisting its talks with financiers, observers say the high price may not be sustainable for more than three or four years.

In Argentina, as a comparison, natural gas is sold to distributors at about \$2 per 1m BTUs; Comgas is studying a possible investment in a rival pipeline to bring gas from Argentina.

"The Brazilian government is sending the wrong signals," says Mr Roberto Ribal, an energy consultant. "The private sector would love to run this pipeline on an economic basis, but the government insists on giving control to a vast public sector company."

Petrobras' ability to keep its domination of the supply of natural gas will depend on legislation now in Brazil's congress. Amendments to



the constitution last year opened supply of piped gas to the private sector and ended Petrobras' monopoly in the petroleum industry.

But how far the door is opened to private operators will be determined by supplementary regulations unlikely to be voted on until October.

The project could also become embroiled politically. Ending the pipeline in São Paulo would be seen as favouring only one part of the country. Petrobras' political influence could be important in the debate on whether to change the constitution to allow President Fernando Henrique Cardoso to run for a second term in 1998.

Jonathan Wheatley and Sally Bowen

## Mexico forces a Wonderbra cover-up

Leslie Crawford on controversy sparked by a 'sensual' advertising campaign

She was first sighted above a flyover in Mexico City, a tall, shapely blonde wearing nothing but a satin brassiere. "I like what you are thinking," she purred.

Next, she was causing havoc on the airport road to Monterrey, transfixing drivers with the larger-than-life panorama of her cleavage. By the time she arrived in Guadalajara, her reputation preceded her. She was met by a phalanx of angry matrons, determined to make her stay in Guadalajara as brief and uncomfortable as possible.

The matrons picketed billboards, jammed the mayor's phone lines and wrote letters seething with indignation to the local press. A second battlefront was opened in Monterrey.

"Can anything be done to tear down the Wonderbra billboard on Vasconcelos street?" asked Mrs Silvia Perales in a letter to El Norte, the Monterrey newspaper. "The photograph is so sensual it can only serve to provoke lewd thoughts in



Modesty prevails: From scant beginnings Wonderbra ads take on more attire in Mexico

our sons, our husbands and our teenagers. We don't want our streets filled with pornography. Like in Europe," she complained.

"It won't be easy for mothers to fight this new menace," Mrs Carolina Lopez warned in another letter to El Norte. "Those who wish to advertise the Wonderbra in Monterrey should do so with dignified, Mexican-style campaigns; not this American rubbish."

Politicians entered the fray. Left-wingers accused anti-Wonderbra mayors of being reactionaries. Mr Felipe Calderón, leader of the conservative National Action Party, issued a general appeal to keep bras out of politics. "It is only the distributors of this brand which benefit from so much publicity," he said.

"We had to act quickly," says Mr Guillermo Fierro, the marketing manager at Playtex Apparel Mexico, who launched the Wonderbra

south of the Rio Grande. "The authorities in some municipalities were threatening to remove our outdoor advertisements, and even then, unless we could come up with a new campaign."

And so the Czech model Eva Herzigova, whose scantily clad image has become Wonderbra's trademark around the world, was clothed in leaflets and posters for the first time. The new ads feature Ms Herzigova in a suit, her eyes modestly downcast. Only her plunging neckline gives the game away.

Mr Fierro will not disclose the value of Wonderbra's sales in Mexico, but he claims the storm has been excellent free publicity for his product.

Back in the US, however, the controversy has made Sara Lee, maker of frozen foods and owner of lingerie trademarks such as Playtex, Cacharel and Wonderbra, register the shortcomings of transnational advertising.

The Wonderbra media campaign marked one of the first forays into global advertising by Sara Lee, whose lingerie brands earn more than \$1bn in annual sales worldwide. Starting in the UK in 1994, the ads, featuring Ms Herzigova, were so successful Wonderbra could hardly keep up with demand. The company decided to use the same campaign in Europe and in the US, where Wonderbras are said to have sold at the rate

of one every 15 seconds when they were launched in the autumn of 1994.

"People identified the brand with Eva. She became the Wonderbra girl. We invested considerable equity in that image," says Ms Clover Bergman, marketing vice-president at Wonderbra's headquarters in Winston-Salem, North Carolina. Her objective is to keep Ms Herzigova's image for Wonderbra's global market, despite Mexican reaction.

"What we have learned in Mexico is that in some countries we may have to change the visual," Ms Bergman says, "but we will deal with this on a case-by-case basis."

She says the company is not anticipating problems for its Asian launch in Hong Kong and Singapore later this year. The media campaign will feature Ms Herzigova, rather than an Asian model, in her original Wonderbra-only attire. The captions, however, alone may be toned down to reflect local sensitivities.

## INTERNATIONAL NEWS DIGEST

## Egyptians 'not hiding in Sudan'

Sudan, facing a UN-imposed embargo on its airlines, could not hand over three Egyptians suspected of trying to kill Egypt's President Hosni Mubarak in Ethiopia last year because they were not in the country, it said yesterday. Last week, the UN Security Council agreed the air embargo - which will come into effect in three months - after Sudan failed to extradite the three men to Addis Ababa for trial.

"We have nothing to add during the ultimatum, simply because the three suspects are not in Sudan," Sudan's foreign minister, Mr Ali Osman Mohammed Taha, said. Sudan has been under limited diplomatic and travel sanctions since May 10. The air embargo would apply to aircraft which are registered in Sudan or owned, leased or operated by Sudan Airways or the Sudanese government, officials said.

Reuters, Khartoum

## Presidential aircraft crashes

A presidential support plane with nine people aboard yesterday crashed into a mountain in Wyoming after taking off on a flight to President Bill Clinton's birthday party. All those aboard, eight air crew and one active duty Secret Service agent, were reported killed, a US Forest Service official said.

A search and rescue team was sent on horseback into the Grosvent Wilderness, where the aircraft hit forest about 9,000 ft up Sleeping Indian Mountain, in the Bridger-Teton National Forest. The crash occurred just two to three minutes after take-off. The aircraft, a C-130 built in 1974 and used to transport presidential vehicles, was flying towards New York City.

Reuters, Jackson, Wyoming

## Tajik guerrillas 'seize town'

Islamist rebels in Tajikistan have taken control of the strategic town of Tavildara, they said yesterday. The fierce fighting over the past few days has jeopardised a UN-arranged ceasefire.

Opposition leader Akbar Torajonzoda said his forces had retaken Tavildara from government forces. The town straddles a key road between government and rebel-held territory lying to the east of Dushanbe. The government in Dushanbe confirmed that fighting was raging, but said it commanded the strategic heights around Tavildara. But the government failed to specify who controlled the town.

The fighting appears to have left in tatters a UN-sponsored truce reached between the Moscow-backed government and Islamist rebels, who have been fighting the regime for the past four years. The conflict is bound to deliver a blow to Tajik President Imomali Rakhmonov's shaky government.

Reuters, Almaty

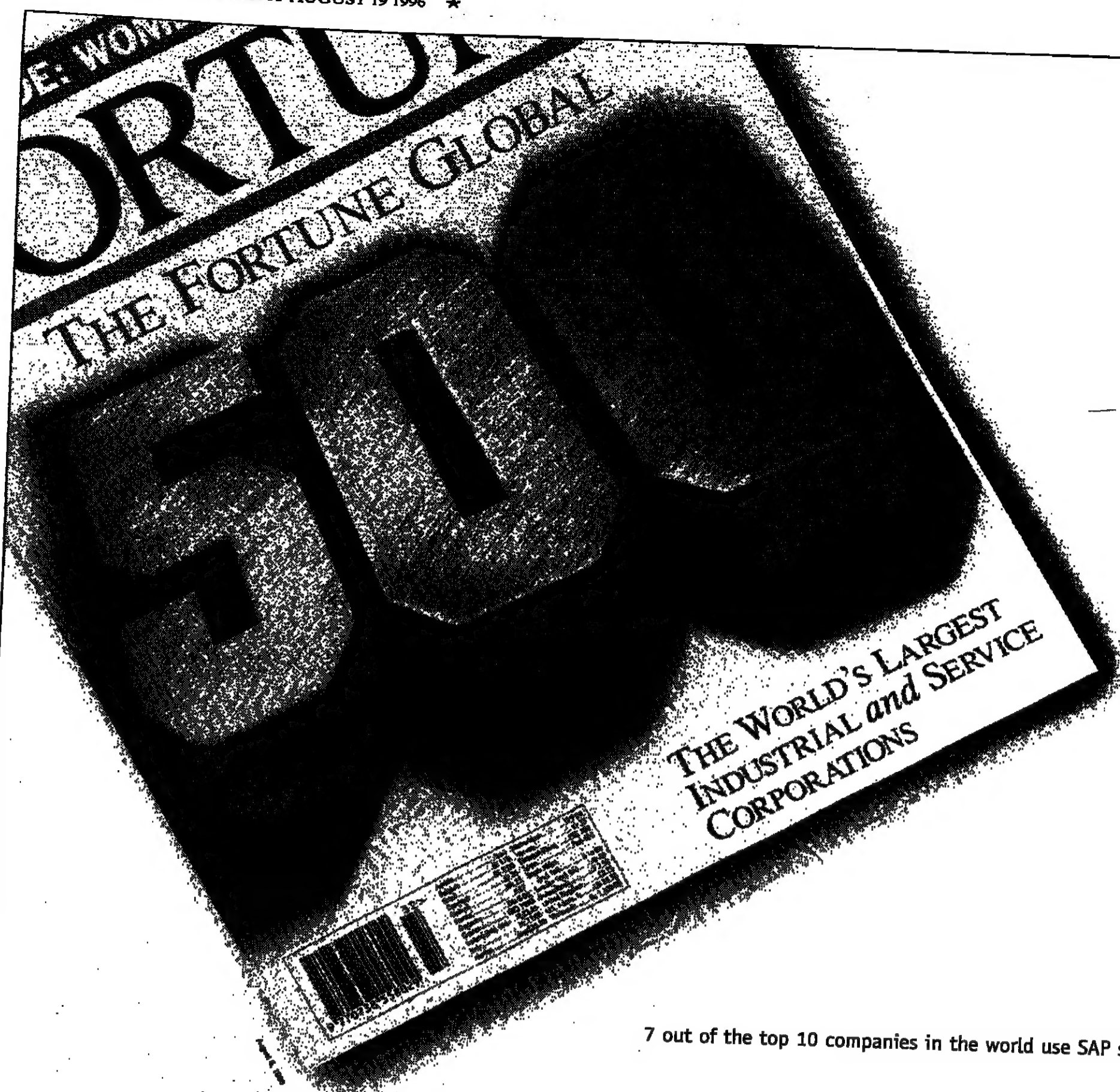
## Libyan rebels 'kill 26'

Libyan rebels have ambushed a military convoy near Benghazi and killed up to 26 people as resistance to Col Muammar Gaddafi's 27-year rule continues to grow. Libyan opposition sources said yesterday. An opposition official said the attack was one of many in north-east Libya, rapidly becoming a militant hotbed.

Some coastal areas are reported to be under security blockade.

Reuters, Cairo





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## NEWS: UK

# Union leaders say labour unrest will rise

By Robert Taylor,  
Employment Editor

Britain can expect an upsurge of labour unrest over the winter, but it will fall short of all-out strikes, say the majority of trade union leaders questioned in a survey published today.

The industrial relations survey, by the employment law firm Dibb Lupton Broomhead, says 68 per cent of trade union leaders foresee an increase in industrial action over the next year,

but only 15 per cent expect their members to strike.

While 16.5 per cent predict action other than a strike, such as overtime bans and work-to-rules, 22.5 per cent believe there will be an increase in the use of dispute ballots or the threat of calling them.

The survey reveals that 61 per cent of public-sector employers and 32 per cent of private-sector employers whose workers belong to trade unions also expect labour unrest over the next

year - the largest proportion recorded since the survey began in 1992.

Over the past 12 months, 39 per cent of unionised companies experienced some form of industrial unrest, but only 5.5 per cent actually suffered a strike, down by a third on the 1995 figures.

The survey is based on responses from 130 of the UK's largest private-sector companies, 50 employers in the public sector and 50 trade unions.

Employers appear to be

willing to take tough action to combat any conflict. The survey says 89.5 per cent of them are ready to consider legal proceedings if unlawful industrial action is taken against them, 43.5 per cent saying they would consider dismissing all their employees who went on strike and 31.5 per cent saying they would consider dismissing only the "troublemakers".

On the other hand, the survey also says that 22 per cent of non-unionised companies do not believe recog-

nising a trade union for bargaining purposes would damage employment relations structures, compared with 8 per cent last year. The survey says this would "seem to indicate some companies which were once strongly anti-union have reassessed their view and begun to see union recognition as less of a threat".

Only 9 per cent of employers believe a reduction in the two-year qualifying period before an employee can pursue an unfair dismissal

claim would cause them "great problems"; 55 per cent say it would create "minor problems"; and 36 per cent anticipate such a change would have little or no effect on their organisation.

Just 5 per cent of unionised employers in the survey believe that giving the same employment rights to part-time as full-time workers would lead to a fall in part-time jobs.

*Dibb Lupton Broomhead, 125 London Wall, London EC2Y 5AE. FAX*

## UK NEWS DIGEST

## IRA terrorist returned to jail

Mr Jimmy Smyth, a convicted terrorist and jail escapee, was last night back in prison in Northern Ireland after being flown from the US following a long extradition battle.

One of 35 inmates involved in the IRA mass escape from the Maze in 1983, Mr Smyth was flown from the US to London's Heathrow airport where he was then flown to Northern Ireland police officers. He was then flown to Belfast International airport and driven under tight security to Maghaberry jail. His return marks the end of a long battle against extradition from the US where he was arrested in June 1992 on passport violations.

Mr Smyth, from Belfast, was jailed in 1978 on a string of terrorist offences and was sentenced to 20 years for the attempted murder of an off-duty prison officer. He was one of several of the Maze escapees smuggled to the US and later arrested. A Federal court barred his extradition in 1994 but the decision was reversed on appeal. Mr Smyth then appealed to the US Supreme Court, but in June the court denied a review of his case. *PA News*

## MANUFACTURING

### Pay increases falling, says CBI

Basic pay increases in UK manufacturing are falling while productivity has improved, says the Confederation of British Industry in a survey today. The survey says that the provisional figure for the three months ending in July averaged 3.2 per cent compared with 3.5 per cent for the previous three months.

The figures also suggest that private service companies are awarding slightly higher settlements at 3.6 per cent, compared with 3.5 per cent for the three months to April. The level of service pay increases has remained virtually flat since the start of the year. *Robert Taylor*

## CORPORATE ANALYSIS

### Profitability 'stuck at 11.5%'

Profitability among Britain's biggest companies remains well below its pre-recession level, and shows little sign of recovering even in sectors exposed to buoyant consumer spending, according to Europe's largest credit reference agency.

Measured as the return on capital employed, corporate profitability has been stuck at around 11.5 per cent for more than a year, according to the latest corporate health check by C&A Group. This is less than two-thirds of its pre-recession level. Mr David Coates, director of the group, noted that consumer-led growth at best sucked in imports and often led to rapid corrections in interest rates. *Robert Chote*

## COMMERCIAL VEHICLES

### Peugeot plans 100 sales centres

Peugeot is setting up 100 dedicated light commercial vehicle centres throughout the UK with the declared intention of doubling its sales of such vehicles to over 10,000 units next year.

The project, which if successful would raise the company into the top five commercial vehicle brands in the UK, is being driven by the French vehicle maker's launch of a new range of Peugeot 106 and 306 car-based light vans to complement its larger Boxer panel vans. *John Griffiths*

## Doctor's surgery to open at station

By Chris Brown-Humes

Railtrack will today open the first doctor's surgery at a mainline rail station, marking the first stage of ambitions plans to expand retail and leisure services at many of the country's big rail terminals.

The company, owner of Britain's rail network infrastructure, hopes facilities such as health clubs, bowling alleys, multi-screen cinemas, virtual reality centres, libraries, business centres and crèches - as well as doctors' and dentists' surgeries - will eventually be offered to customers. The aim is to attract passengers and people living and working near stations, even if they do not travel by train.

The doctor's surgery at Victoria station in London will be run by Medicentre, part of Sinclair Montrose Healthcare, the personnel group recently floated on the alternative investment market. The walk-in service will operate six days a week, with normal GP functions, screenings and vaccinations. The cost would be £22 per consultation.

Ms Carol Davies, Medicentre's operations manager, said the aim was to expand the service first to other mainline London stations - including Waterloo and Liverpool Street - but eventually to airports and shopping malls. The scheme is based on a US concept. Railtrack operates 14 mainline stations - including eight in London - and leases 2,500 stations around the country. It believes many of them are significantly under-exploited and points out that up to 200,000 passengers a day pass through its biggest stations.

The company said yesterday that the monolithic structure of British Rail, owner of the rail network before privatisation this year, prevented the potential of the stations being realised.

A model for the future is Liverpool Street station in London. Following a big development programme in the early 1990s, it boasts a range of niche shops, Japanese and Italian restaurants, a health club, pub and travel centre. It is busier at lunchtimes than at rush hour, says Railtrack, but there is potential to develop it further.

"We see this as a step change in the way things are done at the railways," Railtrack said.

"Instead of being places people pass through, we want stations to be places people go to."

## Forsyth shows plausible alternative

Scotland's 'brilliant propagandist' on the attack

Mr Michael Forsyth, the 41-year-old Conservative who has been secretary of state for Scotland for just over a year, has turned into a much more formidable figure than his political opponents anticipated.

The power of the governing Conservative party in Scotland has been dwindling for many years, and the opposition Labour party has gained wide support for its policy of devolution which would involve creating a separate assembly for Scotland.

Few people believe that Mr Tony Blair, the Labour party leader, would have announced in June that a Labour government would stage a referendum on its plans for a Scottish parliament if it had not been for Mr Forsyth's biting attacks on devolution and on the "tartan tax" (his own phrase) that a Scottish assembly would be able to levy.

"Forsyth is a brilliant propagandist," says an observer of the Scottish scene. "Even though I don't share his views I admire his determination and his refusal to compromise."

Mr Forsyth is the son of a garage owner from Montrose in eastern Scotland who became a radical right-winger at St Andrew's University. In a year of frantic energy as secretary of state he has produced countless official initiatives while

relentlessly attacking Labour, putting Mr George Robertson, the shadow Scottish secretary, on the defensive.

Mr Forsyth returned to Scotland last year with a reputation for insensitivity and abrasiveness, acquired while education and health minister at the Scottish Office under Mrs Margaret Thatcher.

Few people in Scotland noticed how since then he had rebuilt his reputation at the Department of Employment and the Home Office in London, and established himself as loyal to Mr John Major, albeit on the Euro-sceptic right of the party. So many Scots were taken aback by the new Mr Forsyth who was friendly, amusing and charming.

After an initial period assiduously receiving representatives of organisations such as the Scottish trades unions whose views differed strongly from his own, his political agenda emerged. He has tried to appeal to Scotland's depleted Conservative voters by calling for more rigorous standards in education, tougher sentences for criminals and less waste by Labour-controlled councils.

Mr Forsyth's principal target has been Labour's plan for a tax-raising Scottish parliament. He says that it would cost Scotland its favourable position in the United Kingdom and its disproportionately large share

of UK public expenditure.

These are not new themes for the Scottish Conservatives. But Mr Forsyth presents them more aggressively and has been able to display a more plausible alternative to devolution than his predecessors could. Under him the Scottish grand committee of all 72 Westminster MPs who represent Scottish districts has been given more power, meets in towns all over Scotland and has been addressed by the prime minister. The sessions have mostly been rowdy, but Mr Forsyth has gained an extra platform.

It could be argued that his attacks on the tartan tax have been too successful, pushing Mr Blair into the referendum policy which could defuse the issue before the general election.

But so far the referendum policy has unsettled Labour in Scotland, reminding the party that it is led from London and raising doubts about how popular with ordinary people the idea of a tax-raising parliament really is. Mr Forsyth can only profit from this disarray.

Yet it took a long time before Mr Forsyth's permanent campaigning began to improve the Tories' standing in the Scottish opinion polls. For months it stayed close to the Tories' all-time low of 11 per cent, compared with the 26 per cent they won in the 1992 election. Recently, support reached 15 per cent. Mr Forsyth must hope the



Conservatives have a residual level of support that is reluctant to declare itself but equates to the 20 per cent of the electorate against home rule.

A Conservative revival is vital if Mr Forsyth is to hold his seat at Stirling where

his majority is only 903. If Mr Forsyth manages to hold his seat and help the Scottish Tories preserve most of the 11 seats they won in 1992, his career could advance further.

James Buxton

## Tour industry worried over delays to inquiry

By Scheherazade Darsakidou, Leisure Industries Correspondent

Concern is growing in the package holiday industry at the time being taken by the Office of Fair Trading to issue the findings of a year-long investigation.

The OFT cleared the travel companies of anti-competitive behaviour two years ago but began reviewing its findings last summer.

The industry had initially expected the results towards the end of last year and has been expecting them impatiently for the past six months. However, after several rounds of questioning, the OFT took the unusual step of going back to some of the companies last month.

"We are very concerned at the length of time they are taking," said one large package holiday company last week. "It's difficult to plan your business against this background."

"They've been in and out wasting huge amounts of

executive time," said another. "It's appalling."

The OFT, under Mr John Bridgeman, its new director-general, is investigating competition concerns raised by vertical integration - the ownership of travel agencies by tour operators.

Thomson owns Lunn Poly, the UK's largest travel agent, and Airtours owns Going Places, the second largest. Thomas Cook, the third-largest travel agency, owns Sunworld, the fifth-largest tour operator and has a stake in First Choice, the third largest.

Independent travel companies say that they are being squeezed out of the market, principally by the big three operators - Thomson, Airtours and First Choice, which control 65 per cent of the industry.

Ms Sue Ockwell, chief executive of the Association of Independent Tour Operators, said: "I'm sure the OFT has a lot on its plate but it must be feasible to have a time scale."

Issues of concern include the payment of discriminatory rates of commission to different travel agents, the refusal by some agents to carry the brochures of certain tour operators, and agents promoting their parent companies' holidays.

The hold-up is believed to be due to legal procedures involved in reaching a formula to secure the large companies' agreement to implement measures addressing these concerns. If this can be done, the matter will almost certainly not be referred to the Monopolies and Mergers Commission.

The OFT is likely, however, to end the travel agents' policy of tying discounts to the compulsory purchase of in-house insurance and to insist that they take further measures to ensure that customers are aware of the ownership links with tour operators.

The OFT said the investigation was at a "sensitive" stage and could not give a date for the final decision.

## Air pollution strategy likely to arouse environmentalists' anger

By Leyla Boulton,  
Environment Correspondent

The government this week publishes a national air quality strategy with the ambitious goal of eradicating all danger to human health from air pollution by 2005.

However it is likely to attract fierce criticism from environmental groups for not doing enough to curb traffic in cities which is the most important source of urban air pollution.

In contrast, air pollution from industrial sources is already on its way to significant reductions as a result of tighter controls already imposed on it.

The strategy says that every year air pollution causes several thousand deaths and as many as 30,000 hospital admissions. The threats to health include particulate dust emitted by diesel vehicles, and summertime smog, caused by a reac-

tion of nitrous oxides with sunshine.

The strategy, which sets targets for curbing eight main pollutants over the next 10 years, relies partly on the European Union adopting new car emission and fuel quality standards proposed by the European Commission earlier this summer.

Targets for four of the most serious pollutants - nitrogen dioxide, ozone, particles, and sulphur dioxide - will be reviewed in 1999 in the light of progress made in adopting European legislation. UK officials say that European-wide standards have the added benefit of avoiding harsher domestic targets that would be necessary to compensate for pollution that crosses national boundaries.

But the strategy is somewhat less ambitious when it comes to measures for curbing traffic - which the gov-

ernment says are necessary to complement the effect of air pollution standards.

The strategy, which basically shifts this component of the problem on to local authorities, promises, for instance, to give them powers to require drivers to switch off their engines when stationary. But it stops short of committing itself to allowing local authorities the power to levy charges to discourage motorists from using congested town centres. It says only that the government will consider allowing such measures, seen as politically sensitive, at a future date.

The plan is also likely to anger environmentalists groups for adhering to cost-benefit principles, which dictate that the costs of environmental improvements do not exceed the benefits from them.

Friends of the Earth, the environmental pressure

group, has argued that breathing clean air should be a "right and not a privilege" to be traded off against the costs of pollution abatement.

● An expected doubling of traffic on country roads over the next 30 years will hurt the public's enjoyment of the countryside unless bold measures are taken to tame traffic, the Council for the Protection of Rural England warns today.

The countryside charity urged the government to introduce speed limits of 40mph on some rural roads and 20mph in villages. It also called for funding to improve public transport in rural areas, and demanded measures to reverse a trend of the past 10 years whereby motoring had become cheaper while the cost of public transport had risen.

The CPRE also published a map highlighting areas likely to be hardest hit.

## THE WEEK AHEAD

## DIVIDEND &amp; INTEREST PAYMENTS

## TODAY

Chicorp \$0.45  
Daido Steel 4.8% Nts. 1997  
Y480,000  
DBS Management 8.5p  
Esportifins FRN. 2003  
\$25.14  
Fuller, Smith & Turner 6.3p  
Halifax Bldg. Soc. FRN.  
2003 £34.81  
Haima 1.55p  
Hambros 5p  
Do. Non. Vtg. 2.1p  
L.A.B. Invs. 7/4% Sec. Bds.  
2019 3.5625  
Marks & Spencer \$0.9528  
MBL Finance (Curacao)  
6% Bds. 2002 \$675,000  
Mountview Estates 15p  
NFC. 2.5p  
Tom Cobleigh 1.8p  
Turnpike Grp. 0.4p  
Vodafone Grp. 2.04p  
Wynelham Press Grp. 2.7p

## TOMORROW

AVCO Tst.Gtd. FRN. 1998  
£157.10  
BAA A.D.R. \$0.1375  
Bank of Ireland Series A £1.  
49.4527p  
Series A IRE1. IF47.0048  
Berclays Overseas Capital  
Corp. 6.375% Gtd. Nts.  
1997 C\$63.75  
Caterpillar \$0.40  
CLM Insurance 1.5p

Furukawa 6% Nts. 1996  
Y600,000  
National Power 117.5p  
Rowe Evans Invs. 4p  
Unigate A.D.R. \$0.2424  
Wells Fargo & Co. \$1.30

## WEDNESDAY

August 21  
British Funds 1014%  
Exchequer 1997 £5.25  
Foreign & Colonial High  
Income Tst. 0.6p  
Plyfies IR0.5196p  
Kleinwort Charter Invs. Tst.  
1.75p  
Merrill Lynch \$0.30

## THURSDAY

August 22  
Abbey National Treasury  
Services 6.375% Nts. 1996  
\$63.75  
Alders 2.4p  
Bear Stearns FRN. 2004  
\$2,590.97  
British Steel A.D.R. \$1.3449  
BT Finance 6 3/4% Gtd. Nts.  
1997 \$65  
Chase Manhattan Corp.  
Sub. FRN. 2000 \$142.15  
Chloride Grp. 0.317p  
6% Crn. Pf. 2.1p  
Lloyds Bank Series B. Sub.  
FRN. 1998 £157.73  
Midland Bank Sub. FRN.  
2001 \$79.24  
Mitsubishi Tst. Fin. FRN.

2001 \$481.25  
National Westminster Bank  
Undated VRN £172.81  
NFC 7 3/4% Conv. Bds. 2007  
£38.75  
Trustco Fin. 11 1/4% Sev.  
Deb. 2016 £5.75  
Wells Fargo Sub. FRN. 1998  
\$143.75

## FRIDAY

August 23  
Abtrust Preferred Income  
Invs. Tst. 4.25p  
Allied Colloids Grp. 2.28p  
Bandit 0.8p  
BPB Indc. 6.35p  
Bristol & West Bldg. Soc.  
FRN. 1999 £1,564.75  
Burton Grp. 8% Unsec. Ln.  
1996/2001 \$4  
Canadian Imperial Bank of  
Commerce Sub. FRN. 2005  
\$271.74  
Cardiff Automobile  
Receivables Securitisation  
FRN. 1998 £162.13  
Do. Mezz. FRN. 1998  
£165.38  
Carlton Comms. 4.37p  
Cassidy Brothers 2.25p  
Claythorne 2.57p  
Edson Corp. \$0.40  
Gartmore Scotland Invs. Tst.  
2.6p  
HongKong and Shanghai  
Banking Corp. Prim. Cap..

Undated FRN. \$140.61  
Inspirations 0.78p  
Jersey Electricity Co. 16p  
Jones & Shipman 1p  
Lloyds Eurofinance FRN.  
1998 £77.70  
London Intl. Grp. 1.5p  
London Merchant Securities  
3.8p  
Merchants Tst. 3.25p  
Morgan Stanley Equity  
11.740625p  
Nationwide Bldg. Soc.  
4.25% 2024 £3.0041  
New London Capital 2p  
Royal Bank of Canada (The)  
C\$0.34  
TGI 2.2p  
Wah Kwong Shipping  
Hldgs. HK\$0.429  
Westpac Banking Corp. Sub.  
FRN. 1997 \$278.06

## SATURDAY

August 24  
Eskom Prs. Mort. Deb.  
2020 £3.9375  
Eskom Prs. Mort. Deb.  
2020 £3.9375

## SUNDAY

August 25  
British Funds 8 3/4% Treasury  
2017 £4.375  
European Invs. Bank 8 3/4%  
Bds. 2017 £7.5p  
Ireland (Republic of) Var.  
Rate Treasury IRE1.29

## UK COMPANIES

## TODAY

COMPANY MEETINGS:  
Drew Scientific, Telemeter  
Building, Park Road, Barrow  
in Furness, Cumbria, 11.30  
Eccallbur, 3, Colmore  
Circus, Birmingham, 10.00  
Tinsley Robor, 50, Victoria  
Embankment, E.C., 10.30

## BOARD MEETINGS:

Finals:  
Syndicate Capital Tst  
Interims:  
Alliance Tst  
Argos  
Hibernian  
Jupiter Int Green Inv Tst  
Page (Michael)  
Prospect Japan Fund  
Taylor Nelson AGS  
Wace

## TOMORROW

COMPANY MEETINGS:  
China Inv Tst,  
Knightsbridge House, 197,  
Knightsbridge, S.W., 10.30  
Moorgate Inv Tst, 49, Hay's  
Mews, W., 11.00  
Northumbrian Fine Foods,  
Dukeway, Team Valley,  
Gateshead, Tyne & Wear,  
10.30

Orbis, Great Eastern Hotel,  
Liverpool Street, E.C., 10.00  
Symonds, Great Eastern  
Hotel, Liverpool Street, E.C.,  
11.00

## BOARD MEETINGS:

Finals:  
Armitage Brothers  
British Sky Broadcasting  
Interims:  
Cussins Property  
Gloucester  
Grasby  
Kerry  
Orange  
Perry

## WEDNESDAY

August 21  
COMPANY MEETINGS:  
Avesco, Venture House,  
Davis Road, Chessington,  
Surrey, 11.00  
Bell (A.H.), 50, Stratton  
Street, W., 11.30  
Hanover Int, 100, Liverpool  
Street, E.C., 10.30  
Jearm, Sellers Wood Drive,  
Bulwell, Nottingham, 12.00  
Novo, 6, Broadgate, E.C.,  
11.00  
Proteus Int, Chartered  
Accountants' Hall, Moorgate

Place, E.C., 12.00

## BOARD MEETINGS:

Interims:  
Dunedin Income Growth  
EW Fact  
Marley  
Mersey Docks & Harbour  
Richardsons Westgarth  
TR High Income Tst

## THURSDAY

August 22  
COMPANY MEETINGS:  
FKI, Forte Posthouse Hotel,  
Clifton Village, Brighouse,  
West Yorkshire, 12.00  
Gates (J.K.), Heathhall,  
Edinburgh Road, Dumfries,  
12.00  
Jones & Shipman, Forte  
Posthouse Hotel,  
Braunstone Lane East,  
Leicester, 12.00  
Marrling Ind, Chartered  
Accountants' Hall, Moorgate  
Place, E.C., 11.30  
TGI, Moor House, 118,  
London Wall, E.C., 11.00

## BOARD MEETINGS:

Finals:  
News Int  
Interims:

Dawsongroup

Evans Halsehaw  
Goldsmith  
Renfold  
Wair  
Whatman

## FRIDAY

August 23  
COMPANY MEETINGS:  
Celsis Int, New Broad  
Street House, 35, New  
Broad Street, E.C., 10.00  
Nell Clerk, 6, Park Circus  
Place, Glasgow, 12.00

## BOARD MEETINGS:

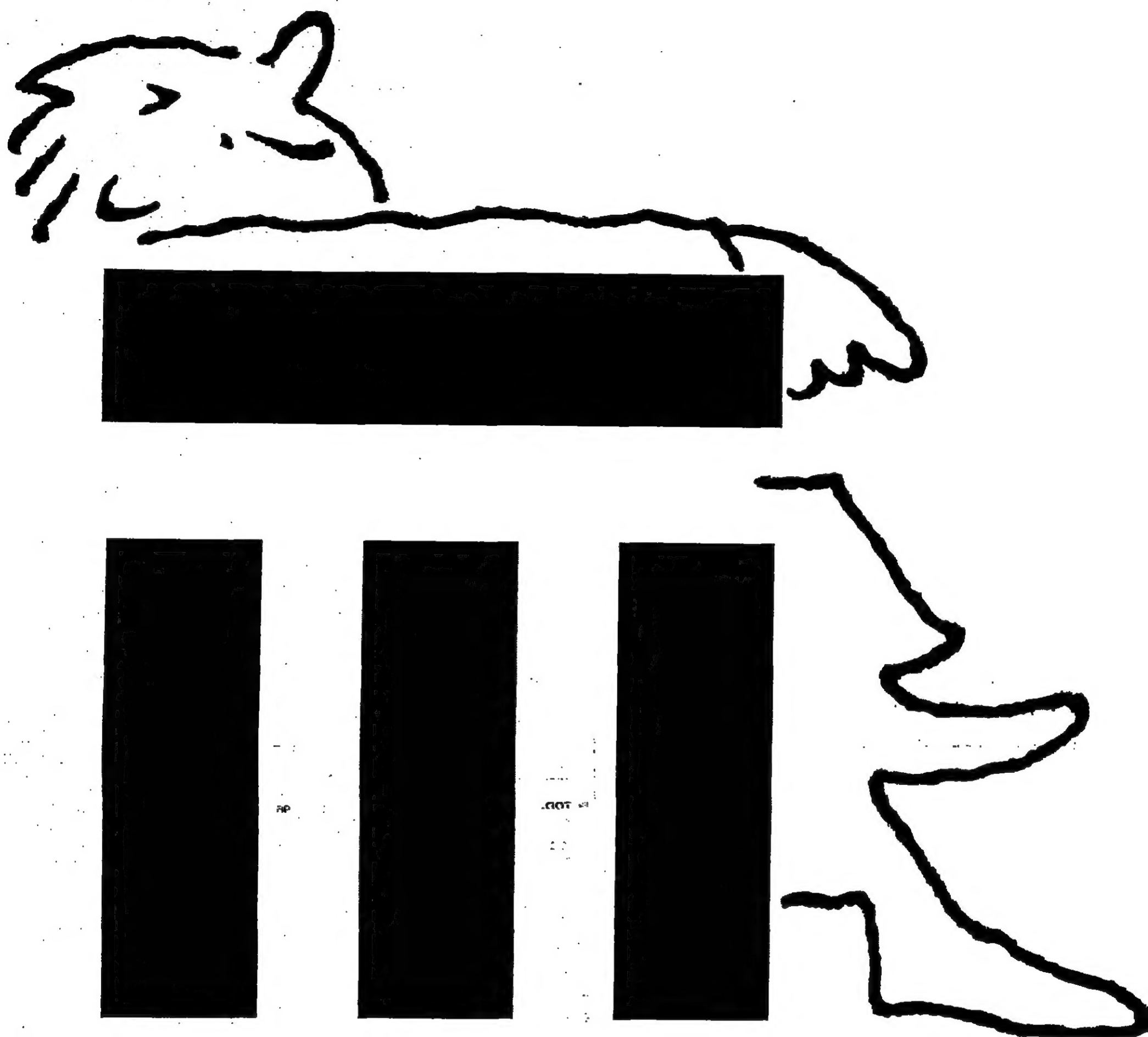
Finals:  
Tex Holdings  
Lawrence  
Interims:  
Mallett

Company meetings are  
annual general meetings  
unless otherwise stated.  
Please note: Reports and  
accounts are not normally  
available until approximately  
six weeks after the board  
meeting to approve the  
preliminary results.



RA terrorist  
turned to jail

*So who insures the insurers?*



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concert parties n. 1 bouquet which typically involves a large number of musicians 2 group of persons acting in concert to acquire a company's shares. see ROWS & MAW: asap (ph 0171-248 4282)

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# FINANCIAL TIMES COMPANIES & MARKETS

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**KYOCERA**

Monday August 19 1996

## Incentive plans to expand Gambro

By Hugh Carnegie in Stockholm

Incentive, one of the Swedish Wallenberg empire's key industrial companies, is gearing up for acquisitions in medical technology after largely completing a radical strategic overhaul that has made the sector its main business.

"We are clearly moving into a new phase," said Mr Michael Liljus, chief executive. "Now we can start to build rather than to restructure."

Speaking after reporting a slip in group pre-tax profits in the first half from SKr2.2bn to SKr2bn (\$300m), Mr Liljus said the results were no deterrent to Incentive's ambitions.

The focus in the drive for growth is Gambro, a leading supplier of renal care equipment and services. Incentive completed a full takeover of Gambro this year and has since shed several other operations, leaving Gambro by far its largest business.

Mr Liljus said the recent divestments had given Incentive the financial strength to go on the offensive - and he made clear Gambro would be the vehicle for acquisitions.

Gambro would also seek to expand outside the renal care sector. Mr Liljus cited its cardio-vascular equipment unit.

The re-modelling of Incentive by Mr Liljus reflects a move by the Wallenberg family to shift its balance towards growth industries and away from traditional cyclical stalwarts in engineering and pulp and paper.

Incentive followed its full takeover of Gambro by selling Hasselblad, the camera maker, Garphyttan, an engineering group, and AKA, a trading company. Last month it also sold Skandnavisk Elverk (SEV), a power supply group, for SKr2.2bn.

The SEV sale enabled Incentive to reduce its net debt to SKr9.9bn from SKr15.8bn at the end of June. The group's equity-to-assets ratio meanwhile rose from 51 per cent to 57 per cent. "We have returned to the financial strength we had before. This allows us definitely to focus on growth," Mr Liljus said.

The Hagglands military vehicles group is also likely to be sold. Apart from Gambro, Incentive also has operations in environment control and materials handling equipment, and holds big stakes in ABB, the Swiss/Swedish engineering group, and Electrolux, the household appliances group.

On Friday, Incentive reported a drop in first-half profits from its core operations - before adding contributions from ABB and Electrolux - from SKr1.36bn to SKr1.13bn. The fall would have been greater but for one-off earnings of SKr570m, against SKr274m.

Gambro sales rose from SKr5.14bn to SKr5.38bn. But its operating profits fell from SKr770m to SKr709m.

## Hines in \$296m European purchase

By Simon London Property Correspondent

Hines, the Texas-based company which is one of the world's largest property developers, has acquired seven shopping centres - including continental Europe's largest covered mall - from Macif, the French insurer.

The US company is paying about FF1.5bn (\$296.7m) for a 50 per cent stake in the centres in France, Spain and

Italy. It also has an option to take full control.

The deal underlines the growing interest of international property investors in the French and Spanish markets, which many believe are poised for a recovery after several years of falling rents and property values.

Rodamco, the Dutch property group, last month announced an agreed \$200m (\$488m) offer for CEGER, a French property company. Three US investment

banks - Goldman Sachs, Lehman Brothers and Morgan Stanley - are currently competing to acquire a FF1.1bn property and loans portfolio from Suez, the French financial and industrial holding company.

Several French financial institutions, including UAP, the insurer, have already sold smaller property loans portfolios. More are expected to follow suit as they seek to reduce their exposure to the property market.

The Macif deal is Hines' largest acquisition in Europe since it entered the market in 1991.

"We hope these assets will form the nucleus of a much larger pan-European retail property business," said Mr Randolph Dumas, joint managing director of Hines' European activities.

Other bidders included Heron, the private UK property group controlled by US investors, and Whitehall Fund, a real estate fund

managed by Goldman Sachs.

Three of the seven Macif centres are under construction, including the 2m sq ft Grand Littoral centre in Marseille, which will be the largest of its kind in Europe. In a separate transaction, Hines recently acquired an 80-acre development site in Barcelona, known as Diagonal Mar, where it plans to build an equally large shopping centre alongside a residential development.

Planning restrictions mean few shopping centres are likely to be built in France or Spain in the next few years. This has given rarity value to developments such as Diagonal Mar and Grand Littoral which already have permission.

The privately owned Hines has assets of about \$7bn. Its European interests include developments in Berlin and Frankfurt and a proposed 700,000 sq ft office tower in La Defense, the office district outside Paris.

## Ralph Atkins reports on shifts in the make-up of the 300-year-old insurance market

### New breed of investor raises pace of Lloyd's evolution

By Ralph Atkins

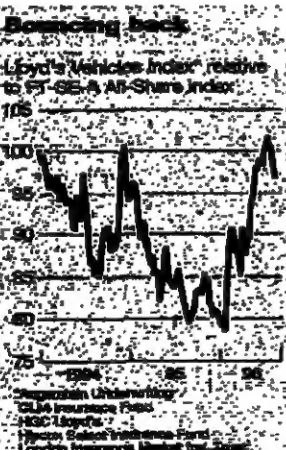
think, and you'll miss the transformation of Lloyd's of London.

Once the 300-year-old insurance market was backed only by wealthy individuals with unlimited liability - Names. Now it also consists of a variety of fast-evolving companies including increasingly large insurance groups operating under Lloyd's umbrella, many of them listed.

Last week's uninvited \$20m bid by The Benfield & Rea Investment Trust for HCG Lloyd's - both Lloyd's investment vehicles - illustrated the competition among the market's backers for places on the best syndicates. It offered, too, the prospect of a further lift to the hitherto lacklustre performance of listed Lloyd's vehicles.

"It is a much more fluid market. Not a lot of amateurs are coming back."

Lloyd's Vehicles Index relative to FT-SE-100 Share Index



investors but professionals," says Mr Robert Hiscox, chairman of the Hiscox insurance group at Lloyd's. "It is incredibly healthy for the market. We're going from an expensive capital base to a much cheaper system."

The activity partly reflects confidence Lloyd's will this month secure its future - although rebel Names' last-minute legal challenge in Virginia to the market's \$2.3bn recovery plan will cause much sweating this week. Last week, Lloyd's saw off a similar action in the UK courts.

But rapid evolution is also being forced by Lloyd's restricted growth opportunities. Managers running syndicates realise international insurance is in a downturn and do not want to increase the market's size substantially. The best estimates suggest that 1997's underwriting capacity, measured by premium income, will be set at less than this year's \$9.9bn.

Meanwhile, many Names who survived the worst years are not seeing the out-of-court settlement of their claims against Lloyd's, which forms a central plank of Lloyd's recovery plan, as an excuse to quit. They want to benefit from the market's revival. That has limited the scope for increased corporate investment. And Lloyd's is letting market forces, rather than centralised controls, dictate the shape of its capital base.

Some might see feverish

takeover action as a damaging distraction. After all, the insurer Commercial Union, which is larger than Lloyd's, is not preoccupied with constantly re-arranging its capital base.

But Lloyd's capital base has always been a defining characteristic. In the past, Names' unlimited liability was an attraction to policyholders seeking financial security. Today's struggles will determine whether Lloyd's consists of a few consolidated groups which use the market merely for its brand name and trading licences - or remains a true marketplace that encourages entrepreneurship by allowing capital to move easily between syndicates according to performance or fads.

Change has come in waves. When corporate capital was admitted, for the 1994 account - at a time when some feared that without it the market could collapse - it mimicked traditional Names. Capital was "spread" across syndicates run by many independent managing agents.

Later the fashion was for "dedicated" vehicles, committing capital to a few syndicates run by a single agent. Underwriters liked "dedicated" because capital was more permanent - allowing longer-term business relationships to be built up with policyholders. By the start of 1996, about £1.5bn had been provided by corporate investors.

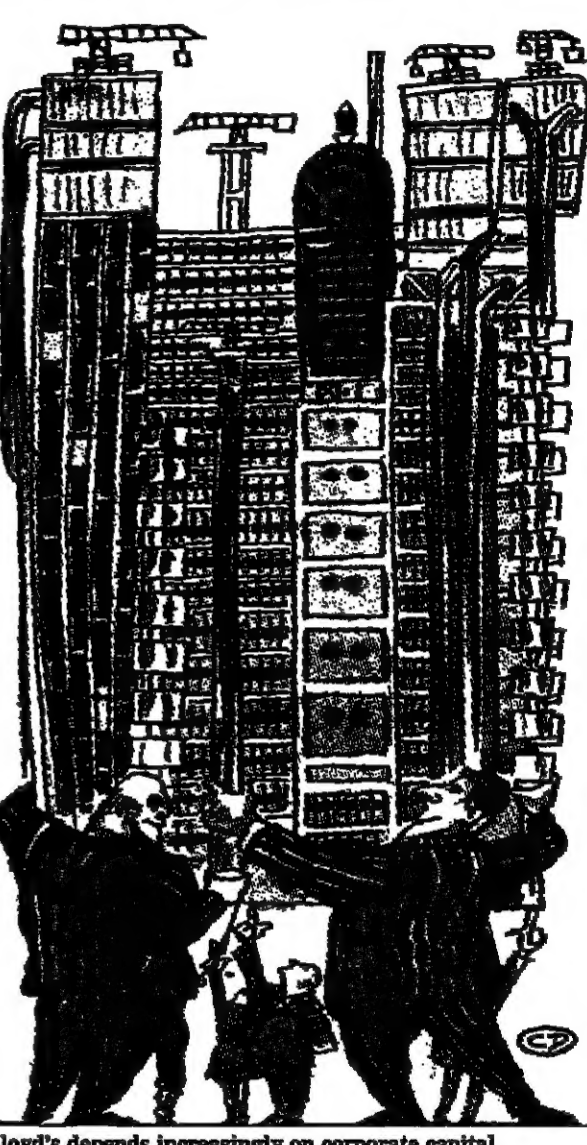
This year's theme has been consolidation - but also, crucially, bringing capital and underwriters under one roof. This is creating vehicles akin to normal insurance companies.

Several managing agents have been bought by US and Bermudian insurance companies. More recently, "spread" vehicles have also bought agencies. Limit, the largest Lloyd's investor, has acquired majority stakes in the Bankside and Janson Green agencies. On Friday, the Murray Lawrence agency merged with Masthead, a listed "spread" vehicle it helped set up and which already supplies capital to Murray Lawrence syndicates.

Meanwhile, managing agents are combining, with the Cox agency announcing on Friday it was teaming up with Christopher Heath. And syndicates are getting bigger: Murray Lawrence is merging its seven into a jumbo entity.

What happens next? Consolidation and the search for economies of scale remain important. And as integrated vehicles, combining capital and underwriters, become more powerful, the pure "spreads" may become a dying breed.

The emergence of larger units could force profound change in the way Lloyd's operates. There is pressure to end "mutualisation" - the idea that the strongest help pay insurance policy claims when the weakest investors cannot meet obligations.



Lloyd's depends increasingly on corporate capital

"For major companies to have the risk of mutualisation" from rogue syndicates is not attractive," says the chief executive of one recent investor. But ending such an important principle would raise

## INSIDE

### Sandvik

Sandvik, one of Europe's top engineering companies, joined the ranks of Swedish export companies hit by weak market demand and a strengthening krona when it reported a 15 per cent drop in profits in the first half of the year. The toolmaking specialist said profits after financial items dipped from SKr2.99bn at the same stage last year to SKr2.56bn (\$333m). Page 18

### Normandy

The long-planned merger of Normandy, the Australian mining group, with PosGold, its 51 per cent-owned goldmining arm, and Gold Mines of Kalgoorlie has won overwhelming backing from shareholders at a series of meetings in Adelaide. The share swap deals will be put to the South Australian courts this week for approval. Page 18

### Lucas Industries

Sizeable disposals are expected from the electrical and electronics business of the UK's Lucas Industries once the merger with Varty Corporation of the US is completed next month. Page 18

### Fund Management

Europe should be tempting territory for US mutual fund managers seeking sources of fresh growth. But it has proved to be a slog for pioneers that have tried to rival continental European banks in selling managed funds. Page 18

### Global Investor

Although the US Federal Reserve is likely to tighten monetary policy soon, this may not produce problems for emerging markets, which have strong trade and currency links with the US. After disappointing years in 1994 and 1995, they could be due a bull run. Page 20

## Media and electronic deals jump

By Paul Taylor

The value of media and content services merger and acquisition deals in Europe and North America more than quadrupled to \$20.1bn during the first half of this year, according to Broadview Associates, the specialist M&A bank.

The figure, driven by a number of large deals on both sides of the Atlantic, was almost as much as the total for the whole of 1995. The number of deals rose 31 per cent to 313 compared with 239 a year ago.

Media and content services deals include all those in the media, electronic

information and entertainment sectors.

"Digital media, and its delivery over the World Wide Web, is forcing content owners to rethink pricing and delivery strategies and to 'own' their end customers," said Broadview.

"As a result, boardrooms are awash with corporate restructuring as media groups recognise the need for business focus."

"Focus means divesting non-core activities and acquiring or investing in businesses and technologies that are going to be strategic in the future. The nimblest media giants are staking out their territory by making

strategic, ill-in acquisitions, the brave are investing in new technologies and others seem to be struggling to find 'true north'."

According to Broadview, there is no shortage of targets because of the new generation of entrepreneurial media companies eager for the funding and market access that a deal with an established group can bring.

"Given the pace and the inevitability of change, those who rest on their laurels will be eclipsed sooner than they imagine," warns Broadview. Among the deals in the first half, 137 were Internet-related. In particular there was a spate of investments

by large media groups in companies such as Yahoo! of the US which operate Web search engines - systems to help people find their way around the World Wide Web.

"Becoming aligned with one or more Web search engines ensures a place at the Internet table," said Broadview.

Looking ahead, Broadview predicts the global battle over the delivery of digital entertainment services by satellite "cannot fail to drive M&A activity over the next few years. The opportunity is just too big, and the risk/reward ratio too acute for even the most bullish to consider going alone."

## UK distributor agrees sale of testing unit for \$592m

By Geoff Dyer in London

Inchcape of the UK has agreed to sell its Testing Services business for about \$592m (\$592.8m) to a consortium of investors led by Charterhouse and Bankers Trust, two financial institutions.

The move forms part of a streamlining programme introduced by the new chairman, Sir Colin Marshall, and new chief executive, Mr Philip Cushing.

The proceeds will be used to reduce the distribution and services group's \$463m debts and will allow it to invest in its vehicle distribution and Coca-Cola bottling operations.

est insurance broker.

It refused to comment on the sale. The consortium is understood still to be conducting due diligence and a formal announcement is expected by the time of Inchcape's interim results on September 23 at the latest.

The bulk of the interest in Testing Services is believed to have come from leveraged buy-out funds as the company has few competitors of equivalent size.

The consortium, which beat off competition from six other shortlisted investors, is expected to keep the company's existing management.

Testing Services specialises in checking product quality and certifying performance standards for importers and exporters, as well as the testing and assessment of crude oil. In 1995 the company made operating profits

of \$27.8m on turnover of \$224m.

Inchcape is also preparing listing particulars for a demerger of Bain Hogg before the year-end, with investors being offered free shares in the company. However, a final decision on the move has not been taken.

The weakness of the insurance market has led Inchcape to abandon its chosen options of a trade sale or flotation of Bain Hogg, although the group is understood still to be open to offers for the retail broker.

Sir Colin, the British Airways chairman who joined Inchcape in January, unveiled the new strategy in March. It was prompted by a fall in the shares from more than 600p three years ago to a low this year of 229p. They have since recovered to 289p at Friday's close.

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## Connect

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May 1996



## Sandvik upbeat despite fall of 15% midway



ica. Sandvik said. Sales in Sweden were down 10 percent and were barely changed in real terms in the rest of the EU, the company's main market. Sales in South America were down 10 percent in real terms but there was a 14 percent rise in sales to North America.

Sandvik spent SKr1.8bn in the first half acquiring a 51 percent stake in Kantal, a Swedish heating and ventilation company, and a 48 percent stake in Tampella, a Finnish Industrial group. But the group still had liquid assets of SKr4.5bn at the end of June.

Sandvik is set to take full control of Tampella but has been thwarted from a full takeover of Kantal by the controlling shareholders, Mr. Hedström nevertheless said he was happy to retain the holding in Kantal and to pursue joint industrial projects if possible.

first half results this week, which are expected to show a 25 per cent improvement in profits to about £25m.

The company, which is being advised by Merrill Lynch and Baring Brothers, was listed until six years ago when it was taken over by Brierley for \$644m.

It is run by Mr Robert Peel, chief executive, who transformed it from a few fish and chip shops and seaside hotels when he joined in 1976, into a 100-hotel group primarily in the four-star market.

The group specialises in advising and managing mutual insurance associations set up within a variety of industries to provide cover when conventional insurances are unable or unwilling to provide low-cost protection. The most common examples are shipowners' protection and indemnity clubs but it also acts for organisations providing "workers' compensation" cover in the US, assisting employers' liability policies.

The group's revenues are mostly generated overseas, including Bermuda.

The placing will be sponsored by Phoenix Securities and de Zoete &

By Ralph Atkins,  
Insurance Correspondent

Charles Taylor, the UK specialist insurance management services provider, will announce today plans for a London Stock Exchange listing, creating a group expected to have a market value of about £200m (\$48.8m).

A pathfinder prospectus for the new company is expected to be released in the next month with the aim of obtaining a listing in the autumn. The group has grown rapidly in the past decade with annual fee income almost doubling in the past five years to £12m.

In the six months to June 30 last year, the company's turnover rose 15% to £13m, and its pre-tax profit rose 10% to £1.6m.

according to a study published this month by the US consulting firms Cerulli Associates and Lipper Analytical Services.

Banks currently manage 78 per cent of European mutual fund assets, with post offices and insurance companies managing a further 8 per cent. "Any US firm trying to enter Europe must think long-term, or it may not sustain its effort," says Mr Mr Andrew Guillelle of Cerulli Associates.

The toughest struggle is to beat the distribution networks of large banks. In Germany, that means not only private banks like Deutsche and Dresdner, but the local *sparbanken* savings banks. German investors are not only naturally conservative

Much of what US managers such as Fidelity and Merrill Lynch have done is in the UK unit trust market, where they have been on relatively familiar territory. UK investors not only speak English, but are accustomed to buying through intermediaries, and have a long tradition of equity investment.

In continental Europe, they have faced the task of breaking the stranglehold of banks that can sell managed funds through their branch network. They have also had to contend with the natural inclination of European investors to seek safety in fixed income investments rather than in equity.

The result has not been hugely encouraging. Assets managed by US firms in the continental national and international markets totalled \$26.5bn (£26.5bn), compared with \$1.45bn managed by others.

Some US firms have not even tried Citibank, which is among the biggest retail fund managers in Europe, works through its 300-branch network. "A bank has the advantage that customers tend to trust it," says Mr Laurence Llewellyn, Citibank's director for European investment products. Others have tried different methods. Merrill Lynch Global Asset Management has made "sub-advisory" agreements with local intermediaries to sell its funds, and also has joint ventures with firms like Prima, the mutual fund arm of Fiat. It also has a direct sales force of 300 across 15 offices.

Mr Alan Albert, a senior managing director of MLGAM, argues that it has gained by concentrating on institutional investors rather than trying to reach the mass market. "It is

also believed to be keen to enter the Danish market.

A Tele Danmark spokesman says the price agreed for the calls was the same for both companies.

The market for telecommunications in Denmark was liberalised last month.

Tele Danmark shares have been traded heavily in the past few months as fears about competition in international traffic and mobile phones have dampened investors' enthusiasm. On Friday the shares closed unchanged at DKr267 despite heavy trading.

The shares took a big hit at the beginning of July after the company said half-year results would be hit by extraordinary marketing costs for mobile phones of about DKr500m. Results for the first six months of 1996 will be published on August 1.

Prices for electricity delivered to the premises of the electricity plying and generating companies in the London and Eastern Districts in England and Wales.					
First Rate		First Rate		First Rate	
Tending on 14.10.18		Tending on 14.10.18		Tending on 14.10.18	
Year	Price	Year	Price	Year	Price
1917	1918	1917	1918	1917	1918
0100	12.00	0100	12.00	0100	12.00
0110	12.00	0110	12.00	0110	12.00
0120	12.00	0120	12.00	0120	12.00
0130	12.00	0130	12.00	0130	12.00
0140	12.00	0140	12.00	0140	12.00
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0210	12.00	0210	12.00	0210	12.00
0220	12.00	0220	12.00	0220	12.00
0230	12.00	0230	12.00	0230	12.00
0240	12.00	0240	12.00	0240	12.00
0250	12.00	0250	12.00	0250	12.00
0260	12.00	0260	12.00	0260	12.00
0270	12.00	0270	12.00	0270	12.00
0280	12.00	0280	12.00	0280	12.00
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0490	12.00	0490	12.00	0490	12.00
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0620	12.00	0620	12.00	0620	12.00
0630	12.00	0630	12.00	0630	12.00
0640	12.00	0640			

[illegible]



COMPANIES AND FINANCE

# Kansas City Power bid war heats up

By Richard Tomkins  
in New York

Western Resources, the Kansas-based electricity company making a \$1.9bn hostile bid for the neighbouring Kansas City Power & Light electricity utility, looks set for victory following a crucial vote on Friday. It would be the first successful hostile bid in the current wave of mergers between US electricity utilities.

Mr John Hayes, Western Resources chairman and

chief executive, claimed that Kansas City Power & Light had failed to gather enough shareholder support for its agreed bid with UtiliCorp, leaving the way open for Western Resources to proceed with its own offer.

Before Western Resources intervened, Kansas City Power & Light had agreed to a friendly takeover by UtiliCorp, another Kansas-based electricity utility, for \$1.6bn. That offer was later raised to \$1.7bn in the face of Western Resources' hostile approach.

Earlier this month a federal judge in Missouri delivered a setback to the planned UtiliCorp merger by ruling that two-thirds of all Kansas City Power & Light's shares would have to be voted in favour if the deal were to be approved, rather than 50 per cent.

On Friday, Kansas City Power & Light held a special meeting of shareholders to vote on the UtiliCorp merger. Afterwards, Western Resources said it estimated that proxies opposing the

UtiliCorp merger or abstaining totalled 27.1m, or 53 per cent of the total vote cast. Western Resources' Mr Hayes said: "It is clear that KCPL's management failed to achieve the legally-required two-thirds vote to complete their proposed merger with UtiliCorp, and we believe they have failed to receive even a simple majority of those voting today."

Western Resources will now start lobbying Kansas City Power & Light's share-

holders to support its own offer, worth \$3.1 a share in Western Resources stock. The initial closing date is September 20, but seems likely to be extended.

Kansas City Power & Light said a preliminary tabulation of the vote would not be available until September and urged shareholders not to tender their shares to Western Resources in the meantime. UtiliCorp said it would wait the outcome of the vote before deciding its next move.

## David Lowell has sold out to Barrick Gold

### Arequipa sale nets founder C\$87m

David Lowell's achievements as a geologist already have secured him a place in the Mining Hall of Fame. Now they have also made him a very rich man. At the weekend he was celebrating after agreeing to sell the company he set up four years ago to Barrick Gold, North America's biggest gold producer, for more than C\$1bn (US\$728m) and on terms that value his personal holding at C\$87m.

It is for copper rather than gold that Mr Lowell won his place in mining history. In 1970 he wrote a paper about a different way of finding big copper deposits. Since then, many other geologists have successfully employed that theory. He, himself, has collected six "finder's fees" for copper projects, culminating in the 1981 discovery of Escondido in Chile, now the world's biggest copper mine.

The Escondido discovery would have allowed him to retire and live comfortably for the rest of his life. Instead, Mr Lowell, who is now 58, set off to test his theories in Peru.

In South America he met Ms Catherine McLeod, daughter of a Canadian mining entrepreneur and then working for stockbroker



David Lowell and Catherine McLeod: met in South America

Yorkton Securities in Santiago. Previously Mr Lowell had acted as a consultant for other companies. When Ms McLeod realised the potential of the properties he had assembled in Peru, she persuaded him to set up his own company instead. He later appointed her president.

Arequipa was launched on the Vancouver exchange late in 1994 at 78 Canadian cents a share. In January this year the shares were trading at C\$2.50. Barrick bid C\$37 cash in July but had to lift the offer to C\$30 to win the backing of Mr Lowell and Ms McLeod.

Ms McLeod is now 58. Her shares and options are worth about C\$17m and several other Arequipa directors and employees are now dollar millionaires.

Arequipa's prime asset is the Pierina gold deposit 400km north of Lima. Are-

quipa had sunk only nine drill holes into Pierina before the Barrick bid and these suggested there might be 3.6m troy ounces of gold there. Barrick obviously believes there is much more. So do Mr Lowell and Ms McLeod. During the five weeks while the first bid was on the table, Arequipa speeded up drilling on the site and the results were encouraging.

Mr Lowell says the new bid offers Arequipa shareholders the chance to benefit from further discoveries at Pierina or the several other projects the company has been developing in Peru because Barrick is now offering cash or a shares-and-cash alternative.

"I personally will elect to receive a substantial portion of my consideration in Barrick stock," he says.

Kenneth Gooding

## Swiss infertility specialist lifts profits by 70%

By William Hall in Zurich

Ares-Serono, the Swiss pharmaceutical company which is the world leader in the treatment of infertility, has underscored its position as one of Switzerland's top growth stocks with a 70.3 per cent jump in its first-half net income to \$20.6m.

The improvement in the company's performance follows several difficult years and suggests that its strategy of investing heavily to become a leading bio-technology company is paying off. Over the past two years its research and development spending of \$235m has been roughly five times the size of total net income. In the latest six months, the \$97.2m invested in R&D is still more than three times net income.

However, the rate of increase in R&D spending dropped to less than 2 per cent in the latest half-year and this, combined with a 15 per cent rise in sales to \$375.2m, led to the strong profit growth.

Ares-Serono shares jumped nearly 6 per cent on Friday to SF1.185 on the results. They have been one of the best performers on the Swiss stock market this year, pushing the company's market capitalisation up to SF7.31bn (\$3.6bn). The

shares, which have risen 46 per cent this year, are currently trading on 66 times prospective 1996 earnings.

Mr Ernesto Bertarelli, who took over as chief executive in January from his father, said the performance was particularly pleasing since it had been achieved despite continuing charges against the gross margin relating to the switch in production from extractive to recombinant technology. He expects the positive trend in sales and profits to continue in the second half.

European pharmaceutical sales rose by 15.4 per cent. But there was a marked difference in individual margins, with sales increasing of 85.4 per cent and 47.4 per cent in the UK and Germany respectively, offsetting a 14.8 per cent fall in Spain and a 3.9 increase in Italy.

Sales in the Asia Pacific region rose by 65.3 per cent but in Japan they fell by 15.7 per cent. The company says the setback in Japan came from a weaker yen and government-enforced price cuts.

Apart from its traditional strong position in the \$600m-a-year market for infertility treatment, Ares-Serono has been expanding its activities in growth hormones and immunology products and has seven recombinant drugs under development.

## Shanghai Petrochemical buys fibre plant

By John Riddling  
in Hong Kong

Shanghai Petrochemical, the Chinese group which is listed in Hong Kong, announced that it is to buy a Shanghai-based acrylic fibre plant for Yn\$38.8m (\$4.7m).

The deal marks the first acquisition by the Chinese petrochemical concern. It is intended to increase its market share and improve competitiveness. It also marks a step towards consolidation in the sector, which has been hit by overcapacity.

The plant, to be acquired from Shanghai Jiushi Company, produced 26,800 tonnes of acrylic fibre last year. Turnover reached Yn\$580m and gross profits Yn\$188m. Total assets are estimated at Yn\$550m.

Shanghai Petrochemical says the acquisition will raise its share of Chinese acrylic production from 32 to 44.5 per cent, and enable a reorganisation of its facilities. Economies of scale, and reduced production costs and overheads were cited as additional incentives.

"The company's management expertise and its dominant position in the industry will lead to improvements in the operating efficiency of the plant," said Mr Wu Yixin, president of Shanghai Petrochemical.

Total acrylic production after the acquisition is expected to rise to about 92,000 tonnes, supporting Shanghai Petrochemical's expansion drive.

However, financing for this strategy has been complicated following the group's recent decision to

shelve a placement of new shares in the face of weak demand from international investors.

Beijing Power Generation is seeking to become the first mainland Chinese company to be listed on the London stock market. The listing would be in conjunction with the issue of shares and a primary listing on the Hong Kong stock exchange.

Chinese financial officials declined to comment on the possible timing of the move, and said that the company was one of several candi-

dates for an international listing. Four mainland power companies have already issued shares abroad and two have been listed in New York.

Anti-inflation policies in China, the resulting tight control of tariffs, and weak demand for international issues by mainland companies have slowed the listing process for power firms. However, signs of an upturn in the Chinese economy are encouraging companies to push ahead with capital raising schemes.

## Publicis expands abroad

By David Owen in Paris

Publicis, the French advertising and publicity agency, is beefing up its international presence through substantial acquisitions in Brazil and Mexico.

The group is acquiring 60 per cent of Norton Publicidade, Brazil's 12th-largest advertising agency, and 51 per cent of Romero y Asociados of Mexico. The terms were not disclosed.

The acquisitions are expected to be the first in a series made abroad by the company, which has had a working relationship with True North, a large US advertising agency, since 1988.

Mr Maurice Levy, chair-

man and chief executive, said the deals represented "an important stage in our geographic development through our presence in the most populous and most economically promising countries in the Americas".

He said the transactions provided "solid proof of our will and our ability to serve and accompany our clients on world marketplaces".

Norton, which had 1995 billings of \$95m and this year celebrates its 50th anniversary, is based in São Paulo and employs 160 people. Its clients include Nestlé, the food giant, and the Brazilian postal service.

Romero, which also has Nestlé among its clients,

traces its origins back to 1851. The agencies will be known respectively as Publicis-Norton and Publicis-Romero.

Publicis, Europe's second-largest advertising and publicity agency, had billings in 1995 of \$4.1bn. It recently reported first-quarter 1996 turnover of FF4.9bn - a 6 per cent increase year-on-year.

Earlier this year, Ms Elisabeth Baeriswiler, the writer, took over as chairman of the group's supervisory board following the death at the age of 88 of her father, Mr Marcel Baeriswiler-Blanchet, the agency's founder. The family remains the majority shareholder.

## S&P cuts triple-A rating on Winterthur

By William Hall

Winterthur has become the second of the big three Swiss insurance companies to lose its triple-A rating in less than a month.

Standard & Poor's, the US credit rating agency, has lowered its rating on the claims-paying ability of Winterthur Swiss Insurance Co to Double A minus.

It said capital adequacy is insufficient to maintain a triple-A rating following two years of acquisition-led growth, with higher financial and investment leverage and increasing focus on return on equity.

The ratings agency cited similar factors when it downgraded Zurich Insurance to double A-plus earlier this month. S&P said its decision was based partly on the balance sheet impact of the goodwill arising from Winterthur's acquisitions and the near doubling in the financial leverage, to 23.7 per cent, since 1993.

Winterthur said that it disagreed with S&P's assessment and stressed that the amount of capital the rating agency required for its triple-A status "greatly exceeds" the EU requirements which Winterthur has "always more than fulfilled".



Anglo American Platinum Corporation Limited (Amplats)

Rustenburg Platinum Holdings Limited (Rustenburg)

Potgietersrust Platinum Limited (PP Rust)  
(All companies incorporated in the Republic of South Africa)

### BASIS OF THE AWARD OF CAPITALISATION SHARES

Further to the announcement published on 1 August 1996, the basis of the awards of capitalisation shares have been determined as follows:

#### Anglo American Platinum Reg No. 59/02518/06

The number of capitalisation shares to which shareholders registered in the books of Amplats at the close of business on Friday, 23 August 1996 ("the record date") will be entitled will be determined by applying to their shareholdings on the record date the ratio that 68.25 cents bears to the weighted average traded price of the Company's ordinary shares on the Johannesburg Stock Exchange ("the JSE") during the three-day period ending 19 September 1996 ("the capitalisation award"). Instead of the capitalisation award, such shareholders may, in respect of all or part of their shareholdings, elect to receive instead a final cash dividend of 65 cents per share in respect of the year ended 30 June 1996 ("the election").

#### Rustenburg Platinum Reg No. 05/22152/06

The number of capitalisation shares to which shareholders registered in the books of Rustenburg at the close of business on Friday, 23 August 1996 ("the record date") will be entitled will be determined by applying to their shareholdings on the record date the ratio that 157.50 cents bears to the weighted average traded price of the Company's ordinary shares on the Johannesburg Stock Exchange ("the JSE") during the three-day period ending 19 September 1996 ("the capitalisation award"). Instead of the capitalisation award, such shareholders may, in respect of all or part of their shareholdings, elect to receive instead a final cash dividend of 150 cents per share in respect of the year ended 30 June 1996 ("the election").

#### Potgietersrust Platinum Reg No. 01/08053/06

The number of capitalisation shares to which shareholders registered in the books of PP Rust at the close of business on Friday, 23 August 1996 ("the record date") will be entitled will be determined by applying to their shareholdings on the record date the ratio that 52.50 cents bears to the weighted average traded price of the Company's ordinary shares on the Johannesburg Stock Exchange ("the JSE") during the three-day period ending 19 September 1996 ("the capitalisation award"). Instead of the capitalisation award, such shareholders may, in respect of all or part of their shareholdings, elect to receive instead a final cash dividend of 50 cents per share in respect of the year ended 30 June 1996 ("the election").

#### Fractions of shares

No fraction of a share will be allotted. Where entitlements to capitalisation shares would result in shareholders receiving fractions of shares, those fractions will be aggregated and sold on the JSE for the benefit of the relevant shareholders.

#### Closing of share registers

Shareholders are advised that the share registers will be closed from Monday, 26 August 1996 to Friday, 30 August 1996, both dates inclusive.

#### Listings of new shares

Applications will be made to the JSE and, in the case of Rustenburg and PP Rust, also the London Stock Exchange for capitalisation shares issued pursuant to the capitalisation awards to be listed with effect from the commencement of business on Wednesday, 2 October 1996.

#### Posting of share certificates and dividend/fractional entitlement cheques

Share certificates in respect of capitalisation shares and dividend/fractional entitlement cheques will be posted to shareholders on or about Wednesday, 2 October 1996.

#### Documentation

Documentation dealing with the capitalisation awards and the rights of election will be posted to shareholders on Friday, 30 August 1996. In order to be valid, completed election forms must be received by the Company's transfer secretaries no later than 12:00 on Friday, 20 September 1996. Forms of election postmarked prior to 12:00 on 20 September 1996 will be accepted until Friday, 27 September 1996. Those shareholders who elect to receive a final cash dividend instead of the capitalisation award are requested to make the return as soon as possible in case of postal delays. Capitalisation shares will automatically be issued to the shareholders concerned should any election forms not be received before the deadline.

A further announcement will be made on or about Wednesday, 2 October 1996 reporting on the results of the elections and confirming the posting date of share certificates and dividend/fractional entitlement cheques.

Johannesburg  
19 August 1996

South African Transfer Secretaries  
Consolidated Share Registrars Limited  
First Floor, Edura  
41 Fox Street  
Johannesburg, 2001  
(PO Box 61051, Marshalltown, 2107)

London Transfer Secretaries  
Independent Registrars Group Limited  
Balfour House  
390-398 High Road  
Hornsey, Essex  
IG1 1NQ

This advertisement is issued in compliance with the requirements of the London Stock Exchange Limited ("the London Stock Exchange"). It does not constitute an offer or form part of any offer or invitation to sell or issue, or any solicitation of an offer to purchase or subscribe for, any shares in the Rank Group Plc (the "Company").

Applications have been made to the London Stock Exchange for the whole of the ordinary share capital and convertible preference share capital of the Company issued and to be issued to be admitted to the Official List of the London Stock Exchange. It is expected that admission to the Official List will become effective and that dealings in such shares will commence on 7 October 1996.

## The Rank Group Plc

(Incorporated and registered in England and Wales under the Companies Act, 1985, with registered No. 3140769)

### Introduction to the Official List

Sponsored by

## J. Henry Schroder & Co. Limited

Share capital following the introduction

	Authorised		Issued and fully paid*	
	Number	Amount	Number	Amount
Ordinary shares of 10p each	1,200,000,000	£120,000,000	835,307,532	£83,530,753
Convertible preference shares of 20p each	300,000,000	£60,000,000	227,552,614	£45,510,523

\*On the basis of the issued share capital of The Rank Organisation Plc as at 14 August 1996.

Copies of the listing particulars in relation to the Company have been published and will be available for inspection during normal business hours on any weekday (Sundays, public holidays and bank holidays excepted) at the registered office of the Company at 6 Connaught Place, London W2 1EE and at the offices of Frankfurt at 65 First Street, London EC4Y 1HS up to and including 12 September 1996.

In addition, copies of the listing particulars in relation to the Company may be obtained, for collection only, for two business days from the date hereof from the Company's Announcements Office, London Stock Exchange, London Stock Exchange Tower, Capel Court entrance, off Bartholomew Lane, London EC3N 1HP.

19 August, 1996

SIGMA SECURITIES S.A. - MEMBER OF THE ATHENS STOCK EXCHANGE  
TEL: (301) 3311456 - 3245674  
FAX: (301) 3252241 - TELEX 210733 ATRA GR  
Contact Name: Mr John Maropoulos/Ms Athina Dessyri

### ATHENS STOCK EXCHANGE August 9th - August 16th 1996

GREECE			
ASE INDEX	883.30	PER (after tax) 96/95	11.0/11.6
%Chg (prev)	-2.25	PER Capita Income (USD)	11,530
Yield Hgh	1035.02	EPS GROWTH (%) 95/96	1.20
Yield Low	870.88	PER 95/96	1.20
WEEKLY VOL. (USD m)	56.85	PER 96/95	23.17
%Chg (prev. Wk)	-52.60	Div. Yield (%) 95/96	0.0/1.8
1 Yr. Avg. (USD m)	145.53		
GDP (USD bn) 95/96	122.46		
Per Capita Income (USD)	11,530		
Inflation Rate (YOY %)	1.20		
Aug 12 M T. 95/96 (%)	12.80		
1-Month Allxch (%)	12.56		
GRDUS	237.85		
A.S.E. Market Capitalisation - 16/8/96 (USD bn)	23.21		
POB & Rights Issues (USD m) Jan 1 95-Aug 16 96	544.77		

Redemption of the Option of the Noteholders

**Bank of Communications**  
(The Depository Bank of the Republic of China)

U.S. \$100,000,000  
Floating Rate Notes due 2001  
(the "Notes")

NOTICE IS HEREBY GIVEN in accordance with the Terms and Conditions of the Notes, any Noteholder may require the Bank to redeem any Note held by such Noteholder as to principal amount on the Interest Payment Date falling on 15 October 1996.

To receive the Bank to redeem Notes on any Interest Payment Date as provided above a Noteholder should complete, sign and deposit a form of election of early redemption together with the Notes with all undetached coupon(s) appointing the Noteholder as the specified officer of any Paying Agent, not less than 45 days prior to the specified date of any Paying Agent, not less than 45 days prior to the specified date of any Paying Agent. Any such election of the option shall be irrevocable, and any Note once so deposited may not be withdrawn, in such case without the prior written consent of the Bank.

Principal Paying Agent  
Banknote Trust Company  
1 Agard Street  
Singapore  
London EC2A 2HS

Banknote Trust Luxembourg S.A.  
14 Boulevard F.D. Roosevelt  
L-2450 Luxembourg

Banknote Trust Corporation  
Paradise 6  
29 Willet Street  
London EC2M 4LH

Witness Agent  
19th August, 1996

**Chong Kong Finance**  
China Limited  
(Incorporated in the Republic of China with limited liability)

U.S. \$350,000,000  
Exchangeable Guaranteed Floating Rate Notes

Issued by  
Chong Kong (Holdings) Limited  
(Incorporated in Hong Kong with limited liability)

and exchangeable into shares of  
Chong Kong Holdings (China) Limited  
(Incorporated in Hong Kong with limited liability)

Notice is hereby given that for the Interest Period 15th August, 1996 to 15th November, 1996, the Notes will carry a Rate of Interest of 6 per cent per annum. The Interest Amount on U.S. \$250,000,000 Note will be U.S. \$13,133.33 payable on 15th November, 1996.

London (Incorporated) Stock Exchange

Banknote Trust Corporation, London Agent Bank

**HYPOBANK**  
Bayerische Hypothek und Wechsel-Bank  
Aktiengesellschaft

US\$150,000,000  
Subordinated Collateral Floating Rate Notes 2003

Notice is hereby given that the notes will bear interest at 5.375% per annum from 19 August 1996 to 19 February 1997. Interest payable on 19 February 1997 will amount to US\$8,138.96 per US\$5,000 note.

Agent: Morgan Guaranty Trust Company  
JPMorgan


**J.P. Morgan & Co.**  
Incorporated


US\$200,000,000  
Subordinated Floating Rate Notes due August 2002

In accordance with the provisions of the notes, notice is hereby given that for the Interest period 19 August 1996 to 18 November 1996 the notes will carry an interest rate of 5.375% per annum. Interest payable on the relevant interest payment date 18 November 1996 will amount to US\$87.93 per US\$5,000 note.

Agent: Morgan Guaranty Trust Company  
JPMorgan



**ING  BANK**  
उभरती अर्थ-व्यवस्थाओं और  
पूंजी बाजारों में माहिर हैं हम

**ING  BARINGS**

**ING BANK**  
*At Home in Emerging  
and Capital Markets*  
**ING BARINGS**

**Global Investor / Philip Coggan**

# Bull run for emerging markets?

Even if the Federal Reserve does not raise interest rates this week, which the US monetary policy will soon do, the dollar is tightened. And that is a danger for emerging markets, which have strong trade and currency links with the US, and which suffered badly when rates were raised in 1994.

The prospect of a Fed tightening may be responsible for taking the shine off emerging markets so far this year. Having been 12.6 per cent ahead by May 1, the IFC composite index has since dropped by 4.5 per cent. However, Ms Nancy Curtin, who runs the Barings Chrysalis fund, thinks that, although negative in the short term, a Fed rate increase should not derail

The says corporate earnings growth was always sluggish in the sluggish this year because of the measures taken to reduce overheating in Asia and the aftermath of the currency crisis in Latin America. However, earnings growth should pick up towards the end of 1996 and into 1997.

On the valuation front, emerging markets look cheap relative to the developed world, on a price-to-cash flow and price-to-book basis. And while the global liquidity background may be deteriorating, domestic liquidity should improve as, particularly in Asia, governments reduce high real interest rates imposed to combat overheating.

Doubts have recently started to be raised about whether Asia's phenomenal growth can be sustained, as rising real exchange rates and sluggish economic growth in the developed world have hit the region's export prospects.

But with economic growth widely expected to pick up in Japan and Europe in 1997, and no substantial slowdown feared in the US, Asia's problems may be cyclical rather than structural. And after disappointing years in 1994 and 1995, emerging markets are surely due a bull run.

**Active option**

1996 was a difficult year for active investment managers. The 37.6 per cent return from the S&P 500 index in

the US proved a tough target to heat; investors also had to be nimble to get in and out of the technology sector at the appropriate times. Many of the deals the US were also difficult. Those who invested in Tokyo lost most of their gains if they left their yen exposure unhedged; with the exception of Switzerland, dollar-based investors lost out if they were not in the US.

Small wonder, therefore, that indexed management remains popular. But Mr Patrick Moriarty and Mr Robert Jaeger of Evaluation Associates Capital Markets, which tracks the performance of investment funds, produced a paper arguing the merits of active management.

They point out that some

markets are much more efficient than others. It was relatively easy for US small cap managers to beat the Russell 2000 index last year and bond managers have been able to beat their benchmarks by about 50 basis points over five years.

They also highlight the highly-concentrated nature of some indices. The top 10 names in the Russell 2000 market in 1997 represented 17 per cent of the index, the biggest four of the 24 countries in the emerging markets index represent 48 per cent. "The active manager starts off with a more genuinely diversified portfolio, but the resulting "track record" will sometimes work against him, in which case the lower return is a product of lower risk," RACM argues.

It also contends that while an index portfolio involves a "buy and hold" strategy, the initial weights are momentum-driven; the index will be overweighted in situations that have shown strong relative performance and will be underweight in weak performers."

In addition, for international indices, EACM points out that "index weights will be driven by supply consid-

Month	1.18	1.88
Year	5.96	4.97
Months 7-10 only		
Month	4.51	0.25
Month	2.02	1.94
Year	6.29	6.97
Estimates		
Month	5.7	6.97
Month	5.7	2.9
Year	21.7	24.1

Source: Cash & Service to Customers Survey  
 Year: 1989/90. Australia: Western Bank  
 & New Zealand: New Zealand Bank & Co. and

9.20	11.03	18.77	10.01
0.21	-0.04	-0.34	-0.09
1.79	1.45	1.80	1.44
10.39	15.69	24.97	11.11
0.2	-0.8	-1.3	0.1
0.04	-1.5	-2.1	0.1
15.1	8.9	7.7	16.1

Sources: FTSE 100 FTSE Index Under  
 100 Japan Index under FTSE International  
 Standard & Poor's.

...and the ...

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## COMPANY RESULTS DIVE

## Fall expected at Volvo despite capital gain

Volvo, the Swedish carmaker, is expected to report pre-tax profits of between SKr3.21bn and SKr4.43bn (\$671m) on Wednesday for the six months to June.

Profits last time were SKr5.33bn.

Included in the result will be a SKr453m capital gain.

Last week the company announced restructuring measures in its North American truck unit, Volvo GM Heavy Truck Corp, following weak sales.

The unit is 13 per cent-owned by General Motors.

Some analysts had warned

that poor US sales could push Volvo Truck into a second quarter operating loss.

■ **Royal Nedlloyd:** Analysts expect the Dutch transport group to report a second quarter net loss of Fl 6m-Fl 14m (\$3m-\$8m) from ordinary operations on Tuesday. However, an extraordinary gain of about Fl 250m is expected from the sale of Nedrill.

■ **Including first-quarter results,** analysts are forecasting a first-half net loss of Fl 19m-Fl 30m against profits of Fl 38m before a Fl 58m extraordinary gain.

■ **ING Group,** the Dutch financial services company, is expected on Thursday to announce net profits of between Fl 1.48bn and Fl 1.54bn (\$65m-\$72m) for the first half of 1996, and earnings per share of Fl 2.06-Fl 2.11. Profits in the first

half of 1986 were F1.18bn.

Analysts expect its banking arm to remain the main source of profit growth.

■ News Corporation is expected to reveal a slight decline in full-year profits on Thursday, with analysts predicting about A\$1.4bn (\$1.09bn) pre-tax, compared with A\$1.456bn. The figure reflects the continuing cost of the national newspaper price war in the UK and the new competition from Stat TV, the satellite television venture in Hong Kong.

One bright spot for News Corp will be the results of British Sky Broadcasting due to be announced on Tuesday. BSkyB is expected to produce pre-tax profits of about £250m (\$500m) against £258m. The satellite venture will report that it has passed the 5m mark for UK subscribers for the first time.

This week's results will

Share price (pence)

1990 1991 1992 1993 1994

Time

Source: Reuters

**Reamco's**  
Share price (including dividends) has risen 25% since 1984.

Year	Share Price (pence)
1984	11.5
1985	11.0
1986	12.5
1987	11.5
1988	13.5
1989	12.5
1990	14.5

**Sir Clive Thompson, chief executive, will be under pressure to disclose the level of immediate cost savings from actions such as closing BET's headquarters, which could run to £20m.**

Analysts will also be eager to find out which of BET's operations Reamco intends to sell. The group has said that the plans hire, training and leisure divisions are

being reviewed and distribution in North America is another possible candidate.

Other questions are likely to focus on plans to improve margins at BET's underperforming cleaning, catering and personnel businesses.

The lack of information since the May acquisition has led some to suggest the integration of BET's activities is proceeding slowly.

Analysts are forecasting first-half pre-tax profits of \$100 million, but say that restructuring charges related to the acquisition, including a two month contribution from BET.

Compared with \$99.2m last year, this is comfortably ahead of the 30 per cent growth target which Westco had achieved for the last 14 years.

The group is expected to show further improvement from its south Asian, North American and UK bu-

nesses, while some slow down is forecast for its continental European operations. The shares have continued prior to the results as some analysts have raised doubt about the quality of the assets Rentokil has acquired. The shares are on an ambitious forward multiple of about 24, and will need a strong set of results to maintain that level.

■ **Argos**, the UK catalogue retailer, which returned £37m (£168m) to shareholders via a special dividend earlier this year, is expected to maintain the momentum which has made it one of the UK's most admired retailers when it reports half-year figures today.

Analysts expect profits to rise from £21.6m to £23.6m to £26m. The group still has plenty of scope on its balance sheet, and the City of London will be integrated to


hear if its expansion plans have taken further shape.

■ **Orange**, the UK mobile telecoms group is expected to report pre-tax losses between £125m and £136m (\$611m) on Tuesday. Beacau of its flotation in March there are no comparable figures. For the full year reported losses of £170m.

Analysis does not expect dividends to be paid at the same as the company continues to develop its digital mobile network and subscriber base across the UK.

However, they will be hoping for positive news on new subscribers and perhaps some fresh marketing initiatives to help revive its flagging share price. Since coming to the market at 205p the shares have drifted down to 144p over the last year towards new technology stocks and disappointment over sales in the UK market.

**Upper**

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# ABN-AMRO Holding N.V.

established at Amsterdam

## INTERIM DIVIDEND 1996

The Managing Board of ABN AMRO Holding N.V. herewith announces that it has been decided, with the approval of the Supervisory Board, to distribute an interim dividend for the 1996 financial year of NLG 1.80 per ordinary share of NLG 5 value.

The interim dividend will be payable, at the shareholder's option, either wholly in cash or wholly in ordinary shares chargeable to the share premium reserve.

Shareholders are given the opportunity until the close of the Amsterdam Stock Exchange on September 13, 1996 to indicate their choice. Failing notice by that date, holders of shares will receive the dividend in cash, minus 25% dividend withholding tax.

On September 13, 1996, after the close of trading on the Amsterdam Stock Exchange, the number of stock dividends entitling to one new share will be determined on the basis of the average quotation for that day. The value of the stock dividend will be between 2% and 5% lower than the value of the cash dividend.

To round stock dividend holdings to exchangeable numbers, the stock dividends can be traded on the Amsterdam Stock Exchange from September 16 up to and including September 20, 1996.

The calendar is as follows:

August 16, 1996	: Ex-dividend quotation
August 19 - September 13, 1996	: Period for instructions concerning dividend options
September 13, 1996	: Determination of stock dividend (after close of trading)
September 16 - 20, 1996	: Trading in stock dividends to round holdings to exchangeable numbers
September 25, 1996	: Interim dividend payable

Shareholders who have deposited their securities with a bank or stockbroker are requested to notify their minister within the determined period, through their bank or stockbroker, to National Westminster Bank PLC (Crawley) or to ABN AMRO Bank N.V., Herengracht 595, 1017 CE Amsterdam, the Netherlands. If you, as shareholder, do not notify your choice at your bank within the determined period, your bank or stockbroker will make a choice for you in general. Shareholders who have not deposited their securities with a bank or stockbroker are requested to notify their choice direct to the bank's above address. Holders of registered shares, whose names have been entered in the ordinary share register, will be notified individually of the interim dividend.

The new ordinary shares rank for the final dividend for the 1996 financial year and the full dividend for ensuing financial years. Interim dividend taken in the form of ordinary shares is chargeable to the share premium reserve and therefore exempt from Dutch withholding tax and income tax.

The ordinary share interim dividend will become payable on September 25, 1996.

ABN AMRO Holding N.V. Amsterdam, August 15, 1996

<p><b>CITIBANK N.A.</b>          Selling Through its Broad Branch          US\$70,000,000 Broad Based Floating Rate Notes due August 17, 1997          Notice is hereby given that the Rate of Interest has been fixed at 2.875% and that the interest payable on the relevant Interest Payment Date February 18, 1997 against Coupon No. 5 will be US\$467.03 in respect of US\$10,000 nominal of the Notes, US\$4,670.30 in respect of US\$100,000 of the Notes and US\$11,673.75 in respect of US\$250,000 of the Notes.          August 19, 1996, London          by Citibank, N.A. Corporate Agency and Trust, Agent Bank</p>	<p><b>CITICORP</b>          U.S. \$250,000,000          Subordinated Floating Rate Notes Due August 2003          Notice is hereby given that the Rate of Interest for the period August 19, 1996 to November 19, 1996 has been fixed at 5.5% and that the interest payable on the relevant Interest Payment Date November 19, 1996, against Coupon No. 14 will be US\$70.28 in respect of US\$5,000 nominal of the Notes and US\$1,405.60 in respect of US\$100,000 nominal of the Notes.          August 19, 1996, London          by Citibank, N.A. Corporate Agency and Trust, Agent Bank</p>
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# Sprinting for the autumn rush

Activity in the international equity market has ground to a halt in the last few weeks as most syndicate managers squabble in some holiday before what is set to be a busy autumn for the market.

"The calendar for September and beyond is looking very crowded," said one of the few syndicate managers to be found at their desk last Friday. According to estimates by Salomon Brothers, the volume of international equity offerings in the third quarter could total \$10bn, or \$15bn if the Italian government decides to launch a secondary offering of shares in Eni, the energy company, before the end of September.

Banks are in a rush to get deals off the blocks soon after the summer break in order to avoid the swell of listings scheduled for the final quarter of the year. Salomon estimates that volume in the October-December period could top \$26bn, inflated by the \$10bn part-privatisation of Deutsche Telekom which is due to take place in November.

In view of the large demands which will be made on the primary equity market for the rest of the year, bankers are thankful that secondary markets have recovered their composure after the weakness in mid-July. "It is encouraging to see the markets in better shape," said one banker.

The improved market sentiment was reflected in the successful secondary offering by SAP, the German software company. The \$500m deal was 4½ times subscribed, a stronger-than-expected result in view of the heavy selling of technology stocks during July.

Hotel flotations are expected to be a feature during the next two months. SBC Warburg is preparing the flotation of Princess Metropole Hotels, currently part of Lomro. The flotation, which could value the company between \$200m and \$700m, is set to go ahead in September. Shares will be marketed in Sweden, continental Europe and the US — where the Princess chain of resort hotels is best known.

The Princess Metropole offering follows a flurry of hotel flotations, including Millennium & Copthorne, Regal, Jarvis and Macdonald, and Spain's Sol Melia group, during a period of strong recovery in the sector. Another candidate is Thistle Hotels, the UK's second largest hotel group. The \$500m exit company, New Zealand-based Brierley Investments, is set to make a decision after this week on whether to proceed.

If the Thistle flotation goes ahead, the likely timetable will be early October. Baring Brothers and Merrill Lynch have been appointed as advisers, with the latter also marked to be the bookrunner of the offering. Analysts have attached a tentative price tag of \$1bn to the company.

Our deals which are set for September include Globe Depository Receipts offered from the State Bank of India via Lehman Brothers, and Life-On, a Taiwanese telecommunications company, via BZW.

Europe is also expected to be active, with a secondary offering from Scotiabank French reinsurance group, and a large convertible offering from Germany likely to emerge during the next month.

The Finnish government is also believed to be considering a further sale of shares in Kemira, the chemical group which is 72.3 per cent state-owned after being partially privatised in 1994.

## FT/S&P ACTUARIES WORLD INDICES

The FT/S&P Actuarial World Indices are owned by FT-SE International Limited, Goldman, Sachs & Co., and Standard & Poor's. The indices are compiled by FT-SE International Limited and Standard & Poor's in conjunction with the Faculty of Actuaries and the Institute of Actuaries and the Institute of Actuaries, New Zealand Securities Ltd. is a co-founder of the indices.

### NATIONAL ACTUARIAL MARKETS

Figures in parentheses show number of lines

	US Dollar Index	US Dollar	FRIDAY AUGUST 10 1995				THURSDAY AUGUST 9 1995				DOLLAR INDEX					
			Yen	DM	Local	Local %	US Dollar	Yen	DM	Local	Local %	Yen	DM	Local	Local %	
Australia (93)	200.67	57	192.26	198.96	193.56	170.37	0.5	4.29	191.41	190.86	194.04	154.01	198.85	212.16	177.68	183.4
Austria (24)	170.29	21	171.80	122.21	138.14	180.67	0.7	2.48	171.31	121.31	138.40	158.40	171.31	121.31	138.40	158.40
Belgium (27)	213.70	31	208.68	147.10	167.48	185.07	7.8	0.07	205.21	206.44	147.30	167.48	185.07	212.16	177.68	183.4
Canada (28)	181.10	13	173.42	126.51	140.61	197.71	98.9	1.80	166.07	172.75	128.26	139.09	336.79	188.70	188.06	186.7
Denmark (11)	82.16	11	82.16	111.22	122.21	138.14	180.67	0.7	2.48	171.31	121.31	138.40	158.40	171.31	121.31	138.40
Denmark (33)	315.95	94	302.65	215.47	245.32	343.14	14.0	1.85	301.48	302.77	100.00	123.40	169.31	215.47	245.32	343.14
France (23)	194.26	11.2	199.24	141.80	161.55	195.57	14.7	0.58	197.67	199.70	142.45	161.32	198.85	212.16	177.68	183.4
Germany (24)	170.29	21	171.80	122.21	138.14	180.67	0.7	2.48	171.31	121.31	138.40	158.40	171.31	121.31	138.40	158.40
Greece (19)	126.43	24.8	127.02	24.07	103.50	109.67	27.1	1.30	126.97	127.02	24.07	103.50	109.67	126.97	127.02	24.07
Hong Kong (26)	427.22	108	408.14	291.38	381.74	494.25	10.2	3.43	408.04	408.14	291.38	381.74	494.25	408.04	408.14	291.38
Indonesia (27)	184.49	—	176.08	125.82	143.24	265.25	—	1.79	163.22	175.87	125.82	143.24	265.25	163.22	175.87	125.82
Japan (26)	176.47	3.8	176.47	3.8	176.47	3.8	0.7	176.47	3.8	176.47	3.8	176.47	3.8	176.47	3.8	176.47
Italy (48)	164.59	14	164.59	14	164.59	14	0.7	164.59	14	164.59	14	164.59	14	164.59	14	164.59
Malaysia (107)	246.78	12.5	252.85	372.22	428.78	524.29	10.5	1.72	251.40	251.40	372.22	428.78	524.29	251.40	251.40	372.22
Netherlands (19)	192.43	24.8	192.43	24.8	192.43	24.8	0.7	192.43	24.8	192.43	24.8	192.43	24.8	192.43	24.8	192.43
Netherlands (19)	236.90	8	236.90	8												

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## CURRENCIES AND MONEY

## POUND SPOT FORWARD AGAINST THE POUND

Aug 18	Closing mid-point	Change on day	High	Low	One month	Three months	One year	JP Morgan
Europe								
Austria (Sch)	16.2723	+0.0021	16.278	16.266	16.262	16.241	2.3	16.181
Belgium (Bfr)	47.5412	+0.0018	47.548	47.534	47.532	47.502	2.4	47.482
Denmark (DKr)	8.8407	+0.0017	8.847	8.833	8.830	8.800	1.8	8.788
France (FFr)	6.5545	+0.0014	6.561	6.548	6.545	6.515	1.8	6.503
Germany (DM)	7.8002	+0.0025	7.807	7.793	7.790	7.760	2.3	7.748
Greece (Dr)	23.124	+0.006	23.131	23.117	23.114	23.084	2.3	23.054
Italy (Lira)	202.54	+0.005	202.545	202.535	202.532	202.502	2.3	202.472
Japan (Yen)	162.57	+0.001	162.575	162.565	162.562	162.532	2.3	162.502
Netherlands (Gld)	2.2032	+0.0001	2.2033	2.2031	2.2030	2.2028	2.3	2.2026
Norway (Kron)	4.7812	+0.0018	4.788	4.774	4.771	4.741	2.4	4.729
Portugal (Esc)	200.48	+0.001	200.485	200.475	200.472	200.442	2.3	200.412
Spain (Pta)	166.36	+0.001	166.365	166.355	166.352	166.322	2.3	166.292
Sweden (Kron)	8.4612	+0.0018	8.468	8.454	8.451	8.421	2.4	8.409
Switzerland (Sfr)	1.4812	+0.0001	1.4813	1.4811	1.4810	1.4808	2.3	1.4806
UK	1.2773	+0.0003	1.2776	1.2770	1.2769	1.2767	2.3	1.2765
SDR	1.2773	+0.0003	1.2776	1.2770	1.2769	1.2767	2.3	1.2765
US Dollar	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Asia								
Argentina (Piso)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Brazil (Cruzeiro)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Canada (Can)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Chile (Peso)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Colombia (Peso)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Czech Republic (Koruna)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Denmark (DKr)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Egypt (Pound)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
France (FFr)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Germany (DM)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Greece (Dr)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
India (Rupee)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Indonesia (Rupiah)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Israel (Sheqel)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Italy (Lira)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Japan (Yen)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Korea (Won)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Malaysia (Ringgit)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Philippines (Peso)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Singapore (Dollar)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
South Africa (Rand)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
South Korea (Won)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Taiwan (Dollar)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Thailand (Baht)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
UK	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
US Dollar	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Yen	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474

## DOLLAR SPOT FORWARD AGAINST THE DOLLAR

Aug 18	Closing mid-point	Change on day	High	Low	One month	Three months	One year	JP Morgan
Europe								
Austria (Sch)	10.5609	+0.0007	10.567	10.554	10.551	10.521	2.2	10.493
Belgium (Bfr)	30.7700	+0.0015	30.777	30.763	30.760	30.730	2.1	30.661
Denmark (DKr)	5.7745	+0.0009	5.781	5.767	5.764	5.734	1.8	5.703
France (FFr)	4.4788	+0.0017	4.485	4.472	4.469	4.439	1.7	4.408
Germany (DM)	5.1025	+0.0028	5.109	5.098	5.095	5.065	1.8	5.035
Greece (Dr)	1.4835	+0.0009	1.490	1.479	1.476	1.446	2.0	1.416
Italy (Lira)	235.250	+0.001	235.255	235.245	235.242	235.212	2.1	235.182
Netherlands (Gld)	1.8086	+0.0008	1.8093	1.8081	1.8080	1.8078	2.1	1.8076
Norway (Kron)	4.7812	+0.0018	4.788	4.774	4.771	4.741	2.4	4.729
Portugal (Esc)	200.48	+0.001	200.485	200.475	200.472	200.442	2.3	200.412
Spain (Pta)	166.36	+0.001	166.365	166.355	166.352	166.322	2.3	166.292
Sweden (Kron)	8.4612	+0.0018	8.468	8.454	8.451	8.421	2.4	8.409
Switzerland (Sfr)	1.4812	+0.0001	1.4813	1.4811	1.4810	1.4808	2.3	1.4806
UK	1.2773	+0.0003	1.2776	1.2770	1.2769	1.2767	2.3	1.2765
SDR	1.2773	+0.0003	1.2776	1.2770	1.2769	1.2767	2.3	1.2765
US Dollar	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Asia								
Argentina (Piso)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Brazil (Cruzeiro)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Canada (Can)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Chile (Peso)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Colombia (Peso)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Czech Republic (Koruna)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Denmark (DKr)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Egypt (Pound)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
France (FFr)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Germany (DM)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Greece (Dr)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
India (Rupee)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Indonesia (Rupiah)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Israel (Sheqel)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Italy (Lira)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Japan (Yen)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Korea (Won)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Malaysia (Ringgit)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Philippines (Peso)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Singapore (Dollar)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
South Africa (Rand)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
South Korea (Won)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Taiwan (Dollar)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Thailand (Baht)	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
UK	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
US Dollar	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474
Yen	1.5483	+0.0003	1.5486	1.5479	1.5478	1.5476	2.3	1.5474

## WORLD INTEREST RATES

Aug 18	Over night	One month	Three months	Six months	One year	Long term	Repo rate
Belgium	3%	3%	3%	3%	3%	7.00	2.50
France	3%	3%	3%	3%	3%	7.00	2.50
Germany	3%	3%	3%	3%	3%	7.00	2.50
Italy	3%	3%	3%	3%	3%	7.00	2.50
Netherlands	3%	3%	3%	3%	3%	7.00	2.50
Spain	3%	3%	3%	3%	3%	7.00	2.50
Sweden	3%	3%	3%	3%	3%	7.00	2.50
Switzerland	3%	3%	3%	3%	3%	7.00	2.50
UK	3%	3%	3%	3%	3%	7.00	2.50
US	3%	3%	3%	3%	3%	7.00	2.50
Japan	3%	3%	3%	3%	3%	7.00	2.50
South Korea	3%	3%	3%	3%	3%	7.00	2.50
Taiwan	3%	3%	3%	3%	3%	7.00	2.50
Thailand	3%	3%	3%	3%	3%	7.00	2.50
Malaysia	3%	3%	3%	3%	3%	7.00	2.50
Philippines	3%	3%	3%	3%	3%	7.00	2.50
Singapore	3%	3%	3%	3%	3%	7.00	2.50
South Africa	3%	3%	3%	3%	3%	7.00	2.50
India	3%	3%	3%	3%	3%	7.00	2.50
Indonesia	3%	3%	3%	3%	3%	7.00	2.50
Brazil	3%	3%	3%	3%	3%	7.00	2.50
Argentina	3%	3%	3%	3%	3%	7.00	2.50
Chile	3%	3%	3%	3%	3%	7.00	2.50
Colombia	3%	3%	3%	3%	3%	7.00	2.50
Czech Republic	3%	3%	3%	3%	3%	7.00	2.50
Dominican Republic	3%	3%	3%	3%	3%	7.00	2.50
Ecuador	3%	3%	3%	3%	3%	7.00	2.50
El Salvador	3%	3%	3%	3%	3%	7.00	2.50
Honduras	3%	3%	3%	3%	3%	7.00	2.50
Paraguay	3%	3%	3%	3%	3%	7.00	2.50
Puerto Rico	3%	3%	3%	3%	3%	7.00	2.50
Venezuela	3%	3%	3%	3%	3%	7.00	2.50

## CROSS RATES AND DERIVATIVES

EXCHANGE RATE CROSS RATES									
Aug 18	BY	FROM	DKK	FFt	DM	Ir	L	P	R
Belgium	(Bfr)	100	16.77	18.59	4.659	3.024	4086	2.448	0.001
Denmark	(DKr)	100	63.28	10.58	2.528	1.928	247	1.36	0.001
France	(FFr)	80.30	11.38	10	2.817	2.220	2978	2.584	0.001
Germany	(DM)	20.61	3.967	3.417	1	0.417	1018	1.122	0.001
Italy	(Lira)	69.42	8.275	8.185	2.586	0.041	2441	2.681	0.001
Netherlands	(Gld)	100	3.603	3.603	0.91	0.041	101	0.110	0.001
Norway	(Kron)	18.37	3.447	3.046	0.891	0.572	1007.1	1.001	0.001
Portugal	(Esc)	47.71	8.974	7.911	2.318	0.985	2363	2.098	0.001
Spain	(Pta)	30.11	3.774	3.855	0.976	0.407	863.2	1.268	0.001
Sweden	(Kron)	4.7510	4.7510	1.212	0.387	0.158	1358	1.358	0.001
Switzerland	(Sfr)	68.24	3.657	7.685	2.240	0.538	2299	2.523	0.001
UK	(Sfr)	25.39	4.768	4.211	1.232	0.514	1254	1.254	0.001
US	(Ct)	47.84	8.891	7.800	3.512	0.966	2383	2.304	0.001
Yugoslavia	(Din)	20.61	4.208	3.917	1.087	0.453	1107	1.220	0.001
Japan	(Y)	30.78	6.779	5.102	1.494	0.623	1280	1.078	0.001
		38.85	2.535	4.731	1.384	0.577	1409	1.554	0.001
		38.85	7.297	4.834	1.584	0.786	1919	2.116	0.001



## CHEMICALS - Cont.

**ELECTRONIC & ELECTRICAL EOPT - Cont****EXTRACTIVE INDUSTRIES - Cont.****HOUSEHOLD GOODS - Cont.**

### **RETIREMENT TRUSTS - Cont**

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## BUILDING & CONSTRUCTION

## BUILDING MATS. & MERCHANTS

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## ENGINEERING

## GRASPING - Cont.

## ENGINEERING VEHICLES

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## FOOD PRODUCERS

**OD PRODUCERS - Cont.**

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Insurance	3	3	03

## TRUSTS SPLIT CAPITAL

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صحنه من العمل

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LEISURE & HOTELS - Cont.									
OTHER FINANCIAL - Cont.									
PROPERTY - Cont.									
SUPPORT SERVICES - Cont.									
AIM - Cont.									
PAPER, PACKAGING & PRINTING									
RETAILERS, FOOD									
RETAILERS, GENERAL									
PHARMACEUTICALS									
PROPERTY									
TELECOMMUNICATIONS									
TEXTILES & APPAREL									
TOBACCO									
TRANSPORT									
WATER									
AMERICAN									
CANADIANS									
SOUTH AFRICANS									
GUIDE TO LONDON SHARE SERVICE									
FT Share Service									
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OTHER FINANCIAL									
LEISURE & HOTELS									

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Highs & Lows shown on a 52 week basis

# WORLD STOCK MARKETS

EUROPE									
Stock	High	Low	52w High	52w Low	Vol	Stk	High	Low	52w High
AUSTRIA (Aug 16 / Sch)									
ATX	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	ATX	1,250.00	1,240.00	1,250.00
BELGIUM (Aug 16 / Par)									
BRX	3,500.00	3,450.00	3,500.00	3,450.00	3,500.00	BRX	3,500.00	3,450.00	3,500.00
FRANCE (Aug 16 / Par)									
CAC	3,500.00	3,450.00	3,500.00	3,450.00	3,500.00	CAC	3,500.00	3,450.00	3,500.00
GERMANY (Aug 16 / Par)									
DAX	2,500.00	2,450.00	2,500.00	2,450.00	2,500.00	DAX	2,500.00	2,450.00	2,500.00
GREECE (Aug 16 / Par)									
ATX	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	ATX	1,250.00	1,240.00	1,250.00
IRELAND (Aug 16 / Par)									
ISEQ	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	ISEQ	1,250.00	1,240.00	1,250.00
ITALY (Aug 16 / Lin)									
FTSE	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	FTSE	1,250.00	1,240.00	1,250.00
NETHERLANDS (Aug 16 / Par)									
AEX	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	AEX	1,250.00	1,240.00	1,250.00
POLAND (Aug 16 / Zloty)									
WSE	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	WSE	1,250.00	1,240.00	1,250.00
PORTUGAL (Aug 16 / Escudo)									
BVL	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	BVL	1,250.00	1,240.00	1,250.00
SPAIN (Aug 16 / Ptas)									
IBEX	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	IBEX	1,250.00	1,240.00	1,250.00
SWEDEN (Aug 16 / Krona)									
OMX	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	OMX	1,250.00	1,240.00	1,250.00
SWITZERLAND (Aug 16 / Franc)									
SIX	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	SIX	1,250.00	1,240.00	1,250.00
TURKEY (Aug 16 / Lira)									
BIST	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	BIST	1,250.00	1,240.00	1,250.00
UNITED KINGDOM (Aug 16 / Pounds)									
FTSE	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	FTSE	1,250.00	1,240.00	1,250.00

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INDICES									
Index	High	Low	52w High	52w Low	Vol	Index	High	Low	52w High
EUROPE									
Austria (Aug 16 / Sch)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	Austria (Aug 16 / Sch)	1,250.00	1,240.00	1,250.00
Belgium (Aug 16 / Par)	3,500.00	3,450.00	3,500.00	3,450.00	3,500.00	Belgium (Aug 16 / Par)	3,500.00	3,450.00	3,500.00
France (Aug 16 / Par)	3,500.00	3,450.00	3,500.00	3,450.00	3,500.00	France (Aug 16 / Par)	3,500.00	3,450.00	3,500.00
Germany (Aug 16 / Par)	2,500.00	2,450.00	2,500.00	2,450.00	2,500.00	Germany (Aug 16 / Par)	2,500.00	2,450.00	2,500.00
Greece (Aug 16 / Par)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	Greece (Aug 16 / Par)	1,250.00	1,240.00	1,250.00
Ireland (Aug 16 / Par)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	Ireland (Aug 16 / Par)	1,250.00	1,240.00	1,250.00
Italy (Aug 16 / Lin)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	Italy (Aug 16 / Lin)	1,250.00	1,240.00	1,250.00
Netherlands (Aug 16 / Par)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	Netherlands (Aug 16 / Par)	1,250.00	1,240.00	1,250.00
Poland (Aug 16 / Zloty)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	Poland (Aug 16 / Zloty)	1,250.00	1,240.00	1,250.00
Portugal (Aug 16 / Escudo)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	Portugal (Aug 16 / Escudo)	1,250.00	1,240.00	1,250.00
Spain (Aug 16 / Ptas)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	Spain (Aug 16 / Ptas)	1,250.00	1,240.00	1,250.00
Sweden (Aug 16 / Krona)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	Sweden (Aug 16 / Krona)	1,250.00	1,240.00	1,250.00
Switzerland (Aug 16 / Franc)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	Switzerland (Aug 16 / Franc)	1,250.00	1,240.00	1,250.00
Turkey (Aug 16 / Lira)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	Turkey (Aug 16 / Lira)	1,250.00	1,240.00	1,250.00
UK (Aug 16 / Pounds)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	UK (Aug 16 / Pounds)	1,250.00	1,240.00	1,250.00
PACIFIC									
Japan (Aug 16 / Yen)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	Japan (Aug 16 / Yen)	1,250.00	1,240.00	1,250.00
South Korea (Aug 16 / Won)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	South Korea (Aug 16 / Won)	1,250.00	1,240.00	1,250.00
Taiwan (Aug 16 / New Taiwan Dollars)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	Taiwan (Aug 16 / New Taiwan Dollars)	1,250.00	1,240.00	1,250.00
Thailand (Aug 16 / Baht)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	Thailand (Aug 16 / Baht)	1,250.00	1,240.00	1,250.00
Philippines (Aug 16 / Philippine Pesos)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	Philippines (Aug 16 / Philippine Pesos)	1,250.00	1,240.00	1,250.00
Indonesia (Aug 16 / Rupiah)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	Indonesia (Aug 16 / Rupiah)	1,250.00	1,240.00	1,250.00
Malaysia (Aug 16 / Ringgit)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	Malaysia (Aug 16 / Ringgit)	1,250.00	1,240.00	1,250.00
Singapore (Aug 16 / Singapore Dollars)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	Singapore (Aug 16 / Singapore Dollars)	1,250.00	1,240.00	1,250.00
Brunei (Aug 16 / Brunei Dollars)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	Brunei (Aug 16 / Brunei Dollars)	1,250.00	1,240.00	1,250.00
AFRICA									
South Africa (Aug 16 / Rand)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	South Africa (Aug 16 / Rand)	1,250.00	1,240.00	1,250.00
Nigeria (Aug 16 / Naira)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	Nigeria (Aug 16 / Naira)	1,250.00	1,240.00	1,250.00
Kenya (Aug 16 / Kenyan Shillings)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	Kenya (Aug 16 / Kenyan Shillings)	1,250.00	1,240.00	1,250.00
Uganda (Aug 16 / Uganda Shillings)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	Uganda (Aug 16 / Uganda Shillings)	1,250.00	1,240.00	1,250.00
Tanzania (Aug 16 / Tanzanian Shillings)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	Tanzania (Aug 16 / Tanzanian Shillings)	1,250.00	1,240.00	1,250.00
Zambia (Aug 16 / Zambian Kwacha)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	Zambia (Aug 16 / Zambian Kwacha)	1,250.00	1,240.00	1,250.00
Botswana (Aug 16 / Botswana Pulas)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	Botswana (Aug 16 / Botswana Pulas)	1,250.00	1,240.00	1,250.00
Swaziland (Aug 16 / Swaziland Lilangeni)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	Swaziland (Aug 16 / Swaziland Lilangeni)	1,250.00	1,240.00	1,250.00
Lesotho (Aug 16 / Lesotho Pula)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	Lesotho (Aug 16 / Lesotho Pula)	1,250.00	1,240.00	1,250.00
ASIA									
India (Aug 16 / Rupee)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	India (Aug 16 / Rupee)	1,250.00	1,240.00	1,250.00
Pakistan (Aug 16 / Pakistani Rupee)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	Pakistan (Aug 16 / Pakistani Rupee)	1,250.00	1,240.00	1,250.00
Sri Lanka (Aug 16 / Sri Lankan Rupee)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	Sri Lanka (Aug 16 / Sri Lankan Rupee)	1,250.00	1,240.00	1,250.00
Myanmar (Aug 16 / Myanmar Kyat)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	Myanmar (Aug 16 / Myanmar Kyat)	1,250.00	1,240.00	1,250.00
Burma (Aug 16 / Burmese Kyat)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	Burma (Aug 16 / Burmese Kyat)	1,250.00	1,240.00	1,250.00
Vietnam (Aug 16 / Vietnamese Dong)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	Vietnam (Aug 16 / Vietnamese Dong)	1,250.00	1,240.00	1,250.00
Laos (Aug 16 / Lao Kip)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	Laos (Aug 16 / Lao Kip)	1,250.00	1,240.00	1,250.00
Cambodia (Aug 16 / Cambodian Riel)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	Cambodia (Aug 16 / Cambodian Riel)	1,250.00	1,240.00	1,250.00
Timor (Aug 16 / Timorese Dollar)	1,250.00	1,240.00	1,250.00	1,240.00	1,250.00	Timor (Aug 16 / Timorese Dollar)	1,250.00	1,240.00	1,250.00

US INDICES									
Index	Aug 10	Aug 11	Aug 12	High	Low	Index	Aug 10	Aug 11	Aug 12
Dow Jones Ind. Avg.	19186.14	18869.00	19030.00	19288.00	18973.35	Japan Nikkei	10846.34	10870.70	10873.70
S&P 500	2253.1	2223.7	2232.5	2258.00	2204.19	S&P 500	2104.33	2095.00	2102.00
NASDAQ Comp.	1004.1	1002.3	1003.5	1018.00	995.19	NASDAQ Comp.	1102.00	1091.00	1102.30
NYSE Comp.	350.70	347.50	348.50	354.00	345.25	NYSE Comp.	351.70	348.50	349.50
AMEX Ind. Avg.	100.80	100.00	100.50	101.20	99.70	AMEX Ind. Avg.	100.80	100.00	100.50
NYSE Comp.	170.32	167.50	168.50	172.00	165.00	NYSE Comp.	170.32	167.50	168.50
AMEX Ind. Avg.	30.00	29.50	29.75	30.25	29.25	AMEX Ind. Avg.	30.00	29.50	29.75
NYSE Comp.	60.00	59.50	59.75	60.25	59.25	NYSE Comp.	60.00	59.50	59.75
AMEX Ind. Avg.	10.00	9.50	9.75	10.25	9.25	AMEX Ind. Avg.	10.00	9.50	9.75
NYSE Comp.	20.00	19.50	19.75	20.25	19.25	NYSE Comp.	20.00	19.50	19.75
AMEX Ind. Avg.	5.00	4.50	4.75	5.25	4.25	AMEX Ind. Avg.	5.00	4.50	4.75
NYSE Comp.	10.00	9.50	9.75	10.25	9.25	NYSE Comp.	10.00	9.50	9.75
AMEX Ind. Avg.	2.50	2.00	2.25	2.75	1.75	AMEX Ind. Avg.	2.50	2.00	2.25
NYSE Comp.	5.00	4.50	4.75	5.25	4.25	NYSE Comp.	5.00	4.50	4.75
AMEX Ind. Avg.	1.25	1.00	1.125	1.375	1.00	AMEX Ind. Avg.	1.25	1.00	1.125
NYSE Comp.	2.50	2.00	2.25	2.75	2.00	NYSE Comp.	2.50	2.00	2.25
AMEX Ind. Avg.	0.625	0.50	0.5625	0.6875	0.50	AMEX Ind. Avg.	0.625	0.50	0.5625
NYSE Comp.	1.25	1.00	1.125	1.375	1.00	NYSE Comp.	1.25	1.00	1.125
AMEX Ind. Avg.	0.3125	0.25	0.28125	0.34375	0.25	AMEX Ind. Avg.	0.3125	0.25	0.28125
NYSE Comp.	0.625	0.50	0.5625	0.6875	0.50	NYSE Comp.	0.625	0.50	0.5625
AMEX Ind. Avg.	0.15625	0.125	0.140625	0.171875	0.125	AMEX Ind. Avg.	0.15625	0.125	0.140625
NYSE Comp.	0.3125	0.25	0.28125	0.34375	0.25	NYSE Comp.	0.3125	0.25	0.28125
AMEX Ind. Avg.	0.078125	0.0625	0.06875	0.0859375	0.0625	AMEX Ind. Avg.	0.078125	0.0625	0.06875
NYSE Comp.	0.15625	0.125	0.140625	0.171875	0.125	NYSE Comp.	0.15625	0.125	0.140625
AMEX Ind. Avg.	0.0390625	0.03125	0.034375	0.04296875	0.03125	AMEX Ind. Avg.	0.0390625	0.03125	0.034375
NYSE Comp.	0.078125	0.0625	0.06875	0.0859375	0.0625	NYSE Comp.	0.078125	0.0625	0.06875
AMEX Ind. Avg.	0.01953125	0.015625	0.0171875	0.021484375	0.015625	AMEX Ind. Avg.	0.01953125	0.015625	0.0171875
NYSE Comp.	0.0390625	0.03125	0.034375	0.04296875	0.03125	NYSE Comp.	0.0390625	0.03125	0.034375
AMEX Ind. Avg.	0.009765625	0.0078125	0.00859375	0.0107421875	0.0078125	AMEX Ind. Avg.	0.009765625	0.0078125	0.00859375
NYSE Comp.	0.01953125	0.015625	0.0171875	0.021484375	0.015625	NYSE Comp.	0.01953125	0.015625	0.0171875
AMEX Ind. Avg.	0.0048828125	0.00390625	0.004296875	0.00537109375	0.00390625	AMEX Ind. Avg.	0.0048828125	0.00390625	0.004296875
NYSE Comp.	0.009765625	0.0078125	0.00859375	0.0107421875	0.0078125	NYSE Comp.	0.009765625	0.0078125	0.00859375
AMEX Ind. Avg.	0.00244140625	0.001953125	0.0021484375	0.00268546875	0.001953125	AMEX Ind. Avg.	0.00244140625	0.001953125	0.0021484375
NYSE Comp.	0.0048828125	0.00390625	0.004296875	0.00537109375	0.00390625	NYSE Comp.	0.0048828125	0.00390625	0.004296875
AMEX Ind. Avg.	0.001220703125	0.0009765625	0.00107421875	0.001342703125	0.0009765625	AMEX Ind. Avg.	0.001220703125	0.0009765625	0.00107421875
NYSE Comp.	0.00244140625	0.001953125	0.0021484375	0.00268546875	0.001953125	NYSE Comp.	0.00244140625	0.001953125	0.0021484375
AMEX Ind. Avg.	0.0006103515625	0.00048828125	0.000537109375	0.0006713671875	0.00048828125	AMEX Ind. Avg.	0.0006103515625	0.00048828125	0.000537109375
NYSE Comp.	0.001220703125	0.0009765625	0.00107421875	0.001342703125	0.0009765625	NYSE Comp.	0.001220703125	0.0009765625	0.00107421875
AMEX Ind. Avg.	0.00030517578125	0.000244140625	0.000268546875	0.00033568359375	0.000244140625	AMEX Ind. Avg.	0.00030517578125	0.000244140625	0.000268546875
NYSE Comp.	0.0006103515625	0.00048828125	0.000537109375	0.0006713671875	0.00048828125	NYSE Comp.	0.0006103515625	0.00048828125	0.000537109375
AMEX Ind. Avg.	0.000152587890625	0.0001220703125	0.0001342703125	0.00016768359375	0.0001220703125	AMEX Ind. Avg.	0.000152587890625	0.0001220703125	0.0001342703125
NYSE Comp.	0.00030517578125	0.000244140625	0.000268546875	0.00033568359375	0.000244140625	NYSE Comp.	0.00030517578125	0.000244140625	0.000268546875
AMEX Ind. Avg.	0.0000762939453125	0.00006103515625	0.00006713671875	0.0000842703125	0.00006103515625	AMEX Ind. Avg.	0.0000762939453125	0.00006103515625	0.00006713671875
NYSE Comp.	0.000152587890625	0.0001220703125	0.0001342703125	0.00016768359375	0.0001220703125	NYSE Comp.	0.000152587890625	0.0001220703125	0.0001342703125
AMEX Ind. Avg.	0.00003814697265625	0.000030517578125	0.000033568359375	0.000041968359375	0.000030517578125	AMEX Ind. Avg.	0.00003814697265625	0.000030517578125	0.000033568359375
NYSE Comp.	0.0000762939453125	0.00006103515625	0.00006713671875	0.0000842703125	0.00006103515625	NYSE Comp.	0.0000762939453125	0.00006103515625	0.00006713671875
AMEX Ind. Avg.	0.000019073486328125	0.0000152587890625	0.000016768359375	0.000020968359375	0.0000152587890625	AMEX Ind. Avg.	0.000019073486328125	0.0000152587890625	0.000016768359375
NYSE Comp.	0.00003814697265625	0.000030517578125	0.000033568359375	0.000041968359375	0.000030517578125	NYSE Comp.	0.00003814697265625	0.000030517578125	0.000033568359375
AMEX Ind. Avg.	0.000009536940625	0.00000762939453125	0.00000842703125	0.0000104840625	0.00000762939453125	AMEX Ind. Avg.	0.000009536940625	0.00000762939453125	0.00000842703125
NYSE Comp.	0.000019073486328125	0.0000152587890625	0.000016768359375	0.000020968359375	0.0000152587890625	NYSE Comp.	0.000019073486328125	0.0000152587890625	0.000016768359375
AMEX Ind. Avg.	0.0000023843994140625	0.0000019073486328125	0.0000020968359375	0.00000261968359375	0.0000019073486328125	AMEX Ind. Avg.	0.0000023843994140625	0.0000019073486328125	0.0000020968359375
NYSE Comp.	0.000004768798828125	0.000003814697265625	0.0000041968359375	0.00000523937109375	0.000003814697265625	NYSE Comp.	0.000004768798828125	0.000003814697265625	0.0000041968359375
AMEX Ind. Avg.	0.00000119219970703125	0.0000009536940625	0.00000104840625	0.0000013046875	0.0000009536940625	AMEX Ind. Avg.	0.00000119219970703125	0.0000009536940625	0.00000104840625
NYSE Comp.	0.0000023843994140625	0.0000019073486328125	0.0000020968359375	0.00000261968359375	0.0000019073486328125	NYSE Comp.	0.0000023843994140625	0.0000019073486328125	0.0000020968359375
AMEX Ind. Avg.	0.00000059609980703125	0.0000004768798828125	0.000000523937109375	0.0000006546875	0.0000004768798828125	AMEX Ind. Avg.	0.00000059609980703125	0.0000004768798828125	0.000000523937109375
NYSE Comp.	0.00000119219970703125	0.0000009536940625	0.00000104840625	0.0000013046875	0.0000009536940625	NYSE Comp.	0.00000119219970703125	0.0000009536940625	0.00000104840625
AMEX Ind. Avg.	0.00000029804980703125	0.00000023843994140625	0.000000261968359375	0.00000032734375	0.00000023843994140625	AMEX Ind. Avg.	0.00000029804980703125	0.00000023843994140625	0.000000261968359375
NYSE Comp.	0.00000059609980703125	0.0000004768798828125	0.000000523937109375	0.0000006546875	0.0000004768798828125	NYSE Comp.	0.00000059609980703125	0.0000004768798828125	0.000000523937109375
AMEX Ind. Avg.	0.000000149024903515625	0.000000119219970703125	0.00000013046875	0.00000016369375	0.000000119219970703125	AMEX Ind. Avg.	0.000000149024903515625	0.000000119219970703125	0.00000013046875
NYSE Comp.	0.00000029804980703125	0.00000023843994140625	0.000000261968359375	0.00000032734375	0.00000023843994140625	NYSE Comp.	0.00000029804980703125	0.00000023843994140625	0.000000261968359375
AMEX Ind. Avg.	0.000000074512451875	0.000000059609980703125	0.00000006546875	0.00000008184375	0.000000059609980703125	AMEX Ind. Avg.	0.000000074512451875	0.000000059609980703125	0.00000006546875
NYSE Comp.	0.000000149024903515625	0.000000119219970703125	0.00000013046875	0.00000016369375	0.000000119219970703125	NYSE Comp.	0.000000149024903515625	0.000000119219970703125	0.00000013046875
AMEX Ind. Avg.	0.0000000372562259375	0.000000029804980703125	0.000000032734375	0.000000040921875	0.000000029804980703125	AMEX Ind. Avg.	0.0000000372562259375	0.000000029804980703125	0.000000032734375
NYSE Comp.	0.000000074512451875	0.000000059609980703125	0.00000006546875	0.00000008184375	0.000000059609980703125	NYSE Comp.	0.000000074512451875	0.000000059609980703125	0.00000006546875
AMEX Ind. Avg.	0.00000001862811296875	0.0000000149024903515625	0.000000016369375	0.0000000204609375	0.0000000149024903515625	AMEX Ind. Avg.	0.00000001862811296875	0.0000000149024903515625	0.000000016369375
NYSE Comp.	0.0000000372562259375	0.000000029804980703125	0.000000032734375	0.000000040921875	0.000000029804980703125	NYSE Comp.	0.0000000372562259375	0.000000029804980703125	0.000000032734375
AMEX Ind. Avg.	0.000000009314056484375	0.0000000074512451875	0.000000008184375	0.00000001023046875	0.0000000074512451875	AMEX Ind. Avg.	0.000000009314056484375	0.0000000074512451875	0.000000008184375
NYSE Comp.	0.00000001862811296875	0.0000000149024903515625	0.000000016369375	0.0000000204609375	0.0000000149024903515625	NYSE Comp.	0.00000001862811296875	0.0000000149024903515625	0.000000016369375
AMEX Ind. Avg.	0.0000000046570282421875	0.00000000372562259375	0.0000000040921875	0.000000005115234375	0.00000000372562259375	AMEX Ind. Avg.	0.0000000046570282421875	0.00000000372562259375	0.0000000040921875
NYSE Comp.	0.000000009314056484375	0.0000000074512451875	0.000000008184375	0.00000001023046875	0.0000000074512451875	NYSE Comp.	0.000000009314056484375	0.0000000074512451875	0.000000008184375
AMEX Ind. Avg.	0.00000000232851412109375	0.000000001862811296875	0.00000000204609375	0.0000000025576171875	0.000000001862811296875	AMEX Ind. Avg.	0.00000000232851412109375	0.000000001862811296875	0.00000000204609375
NYSE Comp.	0.0000000046570282421875	0.00000000372562259375	0.0000000040921875	0.000000005115234375	0.00000000372562259375	NYSE Comp.	0.0000000046570282421875	0.00000000372562259375	0.0000000040921875
AMEX Ind. Avg.	0.000000001164257060546875	0.0000000009314056484375	0.000000001023046875	0.0000000012788046875	0.0000000009314056484375	AMEX Ind. Avg.	0.000000001164257060546875	0.0000000009314056484375	0.000000001023046875
NYSE Comp.	0.00000000232851412109375	0.000000001862811296875	0.00000000204609375	0.0000000025576171875	0.000000001862811296875	NYSE Comp.	0.00000000232851412109375	0.000000001862811296875	0.00000000204609375
AMEX Ind. Avg.	0.0000000005821285302734375	0.00000							











## FT GUIDE TO THE WEEK

## MONDAY

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## Clinton reaches 50



Bill Clinton, the US president, celebrates his 50th birthday with a trip to Tennessee, home of Al Gore, the vice-president, whose wife Tipper was born on the same day as Mr Clinton. Apparently unconcerned by his recent drop in the polls, the president plans to participate in the rebuilding of Salem Baptist Church in Fruitland. The official celebration of Mr Clinton's birthday, held last night, sought to raise funds for his re-election campaign.

## Korean security exercise

South Korea begins holding a realistic five-day civil defence exercise that includes night curfews, water and power stoppages, and mock air raids and terrorist attacks. The extensive nature of the exercise is meant to correct what officials describe as "chronic apathy and waning security consciousness" among the public to a possible attack from North Korea. In reply, North Korea says the exercise is designed to increase hostility between the two countries and to counter calls for reunification.

## Singapore blitzes toilets

Singaporeans are being urged to raise their already high standards of cleanliness with a blitz on public toilets. Goh Chok Tong, the Singaporean prime minister, started the two-month campaign in April when he linked public toilet habits with the country's efforts to become a more gracious society. The campaign is aimed at users rather than cleaners of the country's estimated 12,000 public toilets, and includes a competition to design a campaign poster.

## Athletics

Britain v US, Gateshead.

## Public holidays

Afghanistan, Colombia, Venezuela.

## TUESDAY

20

## Australian budget day

Australia's new conservative federal government hands down its first budget - a package of measures which aims to squeeze A\$8bn (US\$6.2bn) out of public expenditure over the next two years, and to move Australia to a budgetary balance by 1999/00. The announcement also marks the start of the parliamentary session. With the extent of the government's fiscal rectitude already under attack from opposition parties, and other controversial legislation - covering labour market reform and the partial privatisation of Telstra, the telecoms



Korean pro-unification students demonstrate in Seoul, where a civil defence drill begins today to raise awareness of the threat posed by North Korea

group - due to be re-presented, the session promises to be stormy.

## IMF visits Argentina

An International Monetary Fund mission arrives in Buenos Aires to discuss past fiscal laxities and proposed remedies with Argentina's new economic team, which took over last month. In particular, the IMF will assess an austerity package launched last week which aims to raise \$4bn-\$4.5bn for the Treasury. Without such a package, which includes a sharp increase in fuel prices and an end to most VAT exemptions, Argentina would be heading for an expected \$6.6bn deficit this year.

## Decision on Rao appeal

India's supreme court decides whether P. V. Narasimha Rao, leader of the Congress party, has to face fraud charges levelled against him by a businessman. Mr Rao appealed to the supreme court following a summons from another Delhi court, which has been told to put proceedings on hold until after the appeal. The case has increased pressure on Mr Rao to step down as leader of the Congress party, which was voted out in May elections.

## Japan PM visits Mexico

Ryutaro Hashimoto, the Japanese prime minister, leaves on a 10-day visit to Mexico, Chile, Brazil and Peru. It will be the first official visit of a Japanese leader to Mexico since 1989, and the first to Brazil and Peru since 1982, while Chile has not received a Japanese prime minister since 1989. The Japanese government has decided to provide about ¥80bn (\$650m) in loans to Peru this fiscal year for three

infrastructure development projects. The loans are the largest official development assistance extended by Tokyo to Lima in a fiscal year.

## US interest rates

The Federal Reserve's open market committee meets to discuss US interest rates. Most economists expect short-term rates to remain unchanged at 5.25 per cent, following weaker economic data.

## Public holidays

Hungary, Morocco.

## WEDNESDAY

21

## Shakespeare's Globe

Shakespeare's Globe, an authentic recreation of the theatre where many of Shakespeare's plays were first performed, opens on London's Bankside with a four-week prologue season of performances of *Two Gentlemen of Verona*. The Globe, which cost £28m to create, was the last work of Sam Wanamaker, the American actor, who died in 1988. A full season will start in April.

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## Canadian premiers meet

The premiers of Canada's 10 provinces and of the Northwest Territories and the Yukon hold their annual meeting. The leaders gather round a conference table on a chartered train running

against the government and military brought by Megawati Sukarnoputri, Indonesia's embattled opposition figurehead. Ms Megawati is suing the government for backing a congress which she argues illegally replaced her as leader of the opposition Indonesian Democratic party with a government-backed candidate.

## Pop memorabilia on offer

Bonhams in London holds an auction of pop memorabilia including items from the most collected stars - the Beatles, Elvis Presley and Jimi Hendrix.

Among the Presley lots is a white gabardine stage suit estimated at up to \$9,000. From the Beatles there is the original affidavit sent by a disaffected Paul McCartney to the rest of the group (estimated up to \$1,000). Jimi Hendrix's autographed lyrics of his song "Ain't no telling", written on hotel stationery, could make £15,000.

## Downer visits China

Alexander Downer, the Australian foreign minister, visits China. Mr Downer is due to meet Li Peng, the Chinese premier, to discuss a range of issues, including security and trade. Tension between the two countries was heightened last week after Mr Downer said he was considering plans to allow the export of uranium to Taiwan. China is also concerned about a planned tour of Australia by the Dalai Lama, Tibet's exiled spiritual leader.

## Cricket

Third Test, England v Pakistan, Oval cricket ground, London (to Aug 26).

## Golf

German Open, Stuttgart (to Aug 25).

## FRIDAY

23

## Canadian Tories meet

Canada's Progressive Conservative party begins its national policy convention in Winnipeg. Jean Charest, the party's leader, will try to hold the centre ground with one eye keenly on the next federal general election. "My conservatism has a distinctly human face," says Mr Charest. More than 2,000 delegates are expected.

## UK rail strike planned

Rail travellers in Britain face widespread disruption when train conductors and other staff are expected to hold a 24-hour strike in pursuit of a pay and productivity claim. Unless talks between the RMT transport union and private train operating companies produce settlements, stoppages may occur on NW Regional; S Wales and West; Mersey Rail; North London; Regional Railways NE; Scotrail and Cross-Country.

## Zagreb and Belgrade

Mato Granic, the foreign minister of Croatia, meets Milan Milutinovic, his

counterpart from Serb-led Yugoslavia, in Belgrade in order to establish full diplomatic relations. The meeting follows a bilateral summit earlier this month between the presidents of Serbia and Croatia. They established low-level diplomatic relations two years ago, but a series of disputes has held up the normalisation of relations.

## Athletics

IAAF grand prix meeting, Brussels.

## SATURDAY

24

## Turkish party picks leader

Mesut Yilmaz, the former prime minister of Turkey, is up for re-election as leader of the opposition conservative Motherland party at its annual conference in Ankara. Mr Yilmaz is unlikely to face serious challenges, even though he has led his party to two successive election defeats and was outmanoeuvred by his conservative rival Tansu Ciller during a short-lived coalition government earlier this year.

## SADC discusses trade

The Southern African Development Community winds up a week of meetings in Maseru, Lesotho, with a summit of heads of state. Among the issues dominating the meeting are plans for a free trade protocol. South Africa, a member of the community, has made clear its preference for a free trade agreement linking all 12 SADC countries, in preference to individual pacts with its neighbouring states.

## Cycling

European mountain bike championships, Italy (to Aug 25).

## Public holidays

Ukraine, Georgia, Hong Kong, Liberia.

## SUNDAY

25

## Notting Hill carnival

West London plays host to the 31st Notting Hill Carnival, with more than 1m revellers expected to join the street parties, dancing and parades. Second only to the Rio de Janeiro carnival, the event includes an estimated 10,000 entertainers and performers, with about 70 floats making their way through the crowds. The music is officially switched off at 7pm, but celebrations continue through most of the night, and are resumed for a second and final day on Monday.

## Motor racing

Belgian grand prix, Spa-Francorchamps.

Compiled by Nick Mayhew-Smith. Fax: (+44) (0)171 673 3194.

## ECONOMIC DIARY

## Statistics to be released this week

Day Released	Country	Economic Statistic	Median Forecast	Previous Actual	Day Released	Country	Economic Statistic	Median Forecast	Previous Actual
Mon	Japan	Aug wholesale price ind, 1st 10 days		-0.1%	Aug 22	UK	Q2 gross domestic prod revised	1.8%	1.8%
Aug 19	Japan	Jun overall pers consum expend	0.4%	-1.4%	Aug 22	Canada	Jun int'l C&S securities transactions	1bn	0.2%
	Japan	June pers consum expend, workers		-1.1%	Aug 22	Canada	Jun retail sales	0.3%	0.0%
	Japan	Jun income, workers		-0.8%	US	M1 week ended Aug 12	46bn	43.3%	
	Canada	Jun manufacturing new orders	0.8%	4.8%	US	M2 week ended Aug 12	91.2bn	89.6%	
	Canada	Jun manufacturing shipments	1.0%	1.8%	US	M3 week ended Aug 12	98.5bn	96.8%	
	Canada	Jun manufacturing T-S ratio	1.3%	1.3%	Fr	France	Jul consumer price index, core	0.2%	0.25%
	Canada	Jun wage settlement inc	1.0%	0.8%	Aug 23	France	Jul consumer price index, core	2.2%	2.25%
Tues	Japan	Jun coincident index	56%	30%	US	Jul durable orders	0.4%	0.6%	
Aug 20	Japan	Jun leading differential index	70%	66.7%	US	Jul durable shipments		0.6%	
	Italy	Jun producer price index	1.0%	1.3%	Canada	Jul department store sales	0.6%	0.6%	
	Italy	Jun wholesale price index	2.8%	3.5%	Canada	Jul wholesale trade	1.1%	1.5%	
	UK	Jul M4	0.5%	0.7%	During the week:				
	UK	Jul M4	9.5%	10%	Germany	Jul-100 consumer climate		570	
	UK	Jul M4 lending	25bn	25.2bn	Germany	Jul M3 from Oct 95 base	0.8%	0.6%	
	UK	Jul bid soc net new commitments	3.8bn	3.8bn	Germany	Jul M3 from Oct 94 base	4.8%	4.6%	
	US	Jun trade, goods and services	\$9.5bn	\$10.9bn	Germany	Jul private lending (Bn linn)	7.0%	7.2%	
	US	Jun goods and services export (BOP)	\$70.4bn	\$69.8bn	Germany	Jul Ho-Business climate, week	907	904	
	US	Jun goods and services import (BOP)	\$79.5bn	\$80.6bn	Germany	Jul prod price index, priv sec	0.0%	0.2%	
Wed	UK	Jul retail sales	0.4%	1.3%	Japan	Aug trade balance, 1st 31 days (Bn)		¥203bn	
Aug 21	UK	Jul retail sales	3.2%	3.3%	Japan	Jul supermarket sales		2.8%	
	US	Jul export price index		-0.1%	Italy	Jul balance of payments, Lbn		5.8bn	
	US	Jul import price index		-1.2%	Italy	Jul foreign exchange reserves, Lbn		115,000	
	US	Jul Treasury Budget	\$24bn	\$34.1bn	Italy	Jul trade balance, payments, Lbn		3,400	
Thurs	UK	Q2 gross domestic prod revised	0.4%	0.4%	month on month, year on year, % or % p.a. seasonally adjusted. Statistics courtesy M&S International				

## Other economic news

Monday: With the Bundesbank due to meet later this week, European data will be watched closely by the markets.

The Ifo business survey in Germany could provide an important clue about the strength of activity. Meanwhile, the consumer confidence survey will also be watched for any sign of a consumer upturn.

Wednesday: In the UK, July retail sales data are forecast to show growth, albeit not as strong as the previous month.

Thursday: Revised UK gross domestic product figures for the second quarter of the year are likely to show no change from the flash estimates. The Confederation of British Industry's industrial trends survey will be watched for signs that manufacturing is reviving.

Italian consumer prices data should show a small monthly increase, with a drop in the yearly rate.

Friday: French July inflation data will point to continued low price pressures in that economy.

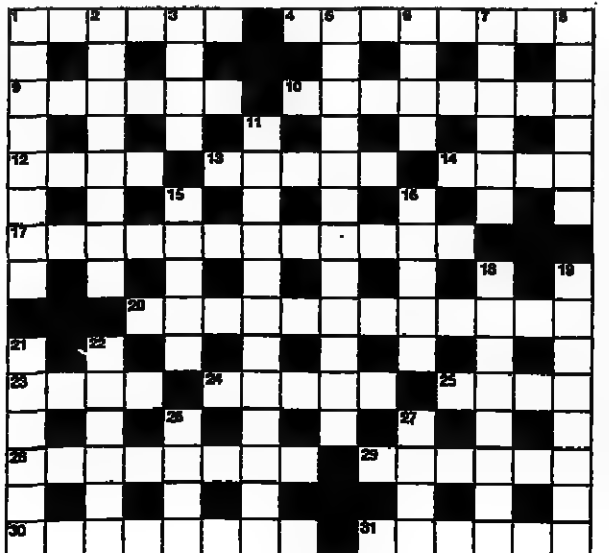
Dutch inflation data is also set to be low, together with Swiss inflation.

## ACROSS

- Official seal, pain in court? (6)
- Drunken generals, swells (6)
- A convenience for spies (6)
- News round received (8)
- Counter made from old blocks? (4)
- Duke finished port (5)
- Fortunate to have space in flight (4)
- Wheeled vehicles of very wealthy family (7-5)
- Football club has one in lottery, getting excited (6-5)
- Element with short fuse (4)
- Intersection approach? (5)
- Vehicle of early times carrying soft, farm-butter (4)
- Stress of English member, as his constituents move about... (6)
- ...he could not take Friday off (6)
- Chaff not recommended for regular citizens? (3)
- Church teas turning out to be simple and refined (6)

## DOWN

- Risk going over line in court (8)
- Tops of crusts fit to eat, like things we can swallow (5)
- Common grub hidden in wheat-stalks (4)
- A tug incessantly pitching in a sickening way (12)
- Collaborator for an entire year (4)
- Marshall to draw (6)
- Legs in movement make one run (6)
- Sustained condition enduring for ages (4-6)
- Key American composer, a very rich man... (5)
- ...his record to go well? (5)
- Thaws dead forests out (8)
- Stock running out? Rueli (6)
- Sovereign in new purse given to bishop (6)
- Having summit, given inside information (6)
- Small piece in hock (4)
- Common feature of perpendicular church (4)



## MONDAY PRIZE CROSSWORD

No. 9,150 Set by DINMUTZ

A prize of a Pelikan New Classic 380 fountain pen for the first correct solution opened and five runner-up prizes of 25 Pelikan vouchers will be awarded. Solutions by Thursday August 23, marked Monday Crossword 9,150 on the envelope, to the Financial Times, 1 Southwark Bridge, London SE1 8UL. Solution on Monday September 2. Please allow 28 days for delivery of prizes.

Name \_\_\_\_\_ Address \_\_\_\_\_

Postcode \_\_\_\_\_

Winners 9,138 Solution 9,138

D.E. Brittain, Westerham, Kent

R. Birchall, Leigh on Sea, Essex

A. Black, Leeds

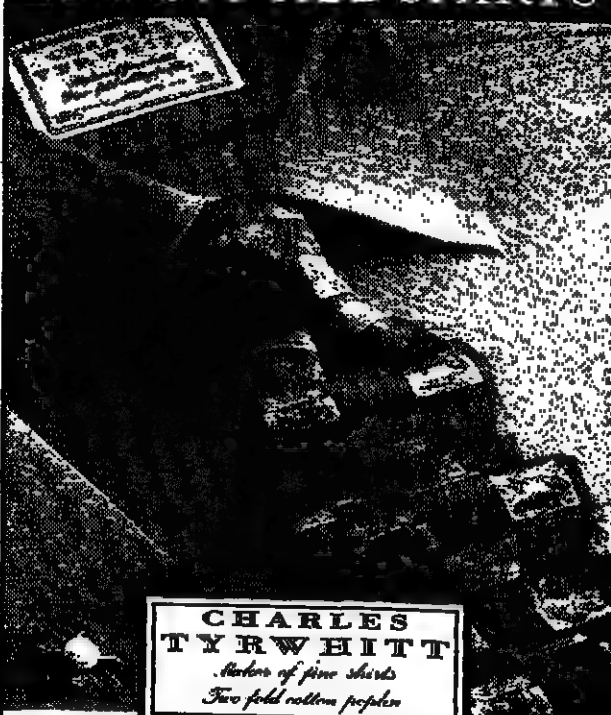
K. Collins, Southport, Connecticut, USA

M.J. Taylor, Banstead, Surrey

Mrs F. Zinkin, London W8

ACROSS  
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2. B.E.  
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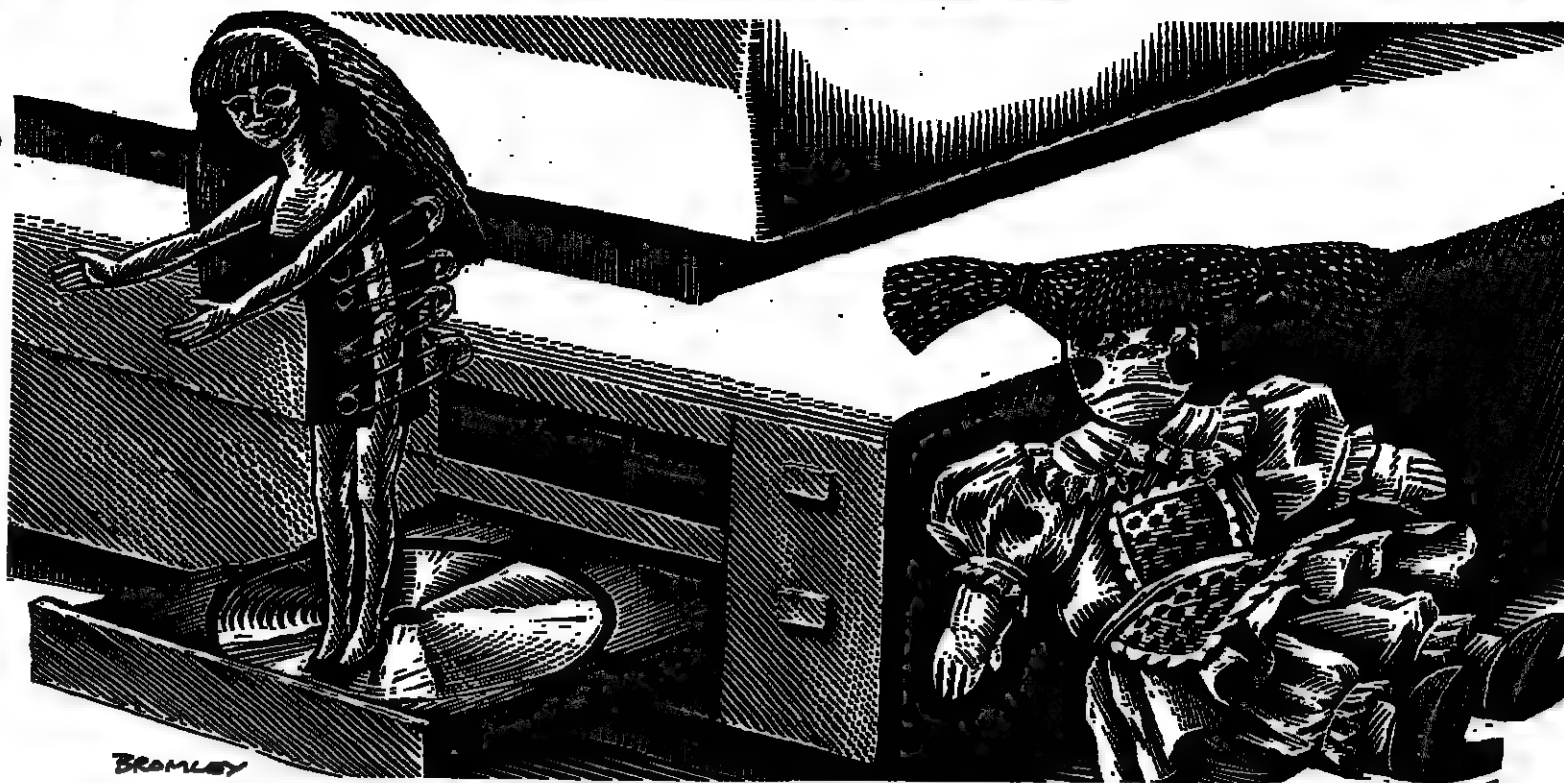
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JOTTER PAD





## Barbie dolls up for CD-Rom

Toy makers are entering the digital and online arena, writes Alice Rawsthorn

Barbara Millicent Roberts has played many roles in her thirtysomething lifetime - model, astronaut, chef, scuba diver, politician, even a hip-hop star - and now she is about to enter the world of digital technology. Ms Roberts, "Barbie" to her friends, will make her digital debut this autumn when she stars in a series of CD-Roms - Barbie Fashion Designer, Barbie Storymaker and Barbie Print 'n' Play - which are due to hit the shelves on November 4, just in time for the start of the Christmas shopping season.

Until recently traditional toy manufacturers such as Mattel, Barbie's creator, left the interactive games market to the Japanese video games group, Sega and Nintendo, and US software companies, notably George Lucas's Industrial Light & Magic. Now they are developing CD-Rom and online versions of their established toy brands.

Hasbro, Mattel's arch-rival, brought out

CD-Rom formats of its board games, Monopoly and Trivial Pursuit, last autumn. It is now finalising plans for this autumn's launch of interactive formats for other brands including Playskool, Cinedo, Risk and Battleship. The first Lego CD-Rom will be introduced next spring, and Mattel is working on interactive versions of Cabbage Patch Kids and Polly Pocket.

The rationale for these traditional toys into the digital domain is that they should appeal to consumers too young or too old to enjoy the "action" games, such as Doom and Virtua Fighter, that still dominate the video and PC games market.

All the statistics tell us that the fastest-growing group of PC owners are people over 35 with young families," says Nadia Singh, head of sales and marketing for Hasbro Interactive. "They're not likely to want to buy video games, but our products are perfect for them. They already know and enjoy them, so turning them

into CD-Roms is a natural extension to our range." At stake is the fastest-growing area of the \$66bn (\$42bn) global toy market. Euromonitor, the market research consultancy, estimates that video games represented nearly a third of all toy sales last year, with sales of \$20.7bn. Nintendo and Sega are now the second and fourth largest toy companies behind Toys R Us, the huge US retailing group, in first place (Mattel and Hasbro taking third and fifth place respectively).

Although the pace of growth in the video games sector has slowed in the mid-1990s, while games enthusiasts waited for the new wave of 32-bit and 64-bit games systems, such as the Sega Saturn and Nintendo Ultra, to come on the market in place of less powerful 16-bit formats, Euromonitor expects interactive games to show stronger growth than traditional toys during the late 1990s. It predicts that sales of traditional toys such as Barbie dolls, Lego kits

and Monopoly sets will increase by 15 per cent to \$45.35bn last year to \$52.2bn in the year 2000, with video games sales rising nearly twice as quickly by 29 per cent to \$26.71bn.

As more people buy personal computers for their homes, the fastest growing area of the games sector is expected to be CD-based concepts, and online formats played over the Internet. This shift from the video games consoles that have dominated the market for a decade creates an opportunity for traditional toy manufacturers to move into interactive games.

Hasbro tested the water last November with CD-Rom versions of Monopoly and Trivial Pursuit, both at \$39.95, which have sold 300,000 and 200,000 units respectively worldwide. The original board concepts were carefully adapted so interactive versions would offer something different, reducing the risk of cannibalising sales. Anyone landing on a street on the Monopoly

CD-Rom, for instance, can look around it. The CD-Rom also offers access to a Net version, so people can play it online.

The CD-Rom versions of Cinedo, Risk and Battleship, which will go on sale this autumn, will also offer Net access. Although Hasbro's other new interactive games, Othello and Yahtzee, will, like Trivial Pursuit, be limited to the CD-Rom format.

Lego is producing a special CD-Rom to be included in its new Lego Town set due out next spring which will tell the child how to build a town from the accompanying kit.

Meanwhile Mattel prepares to launch the first three Barbie CD-Roms this autumn, each of which will sell for \$20 in the UK and \$40 in the US. If the first three Barbie games prove popular, it will then move on to CD-Roms for Polly Pocket and the Cabbage Patch Kids and to other Barbie concepts, enabling Ms Roberts to play nearly as many roles on screen as she does off it.

Tim Jackson

## Raw pin-up law



Our long standing system of intellectual property protection has encouraged creative minds to be productive. Diluting those protections may discourage that creativity.

These words appeared in a judgment handed down recently by a federal district court in the southern district of New York which has important implications for anyone with ambitions to distribute information across the Internet. The case raises two questions: what jurisdiction can courts in one country claim over the Net? And if they claim jurisdiction, what chance do they have of making their claims effective?

The parties were two competing publishers: Playboy Enterprises Inc of the US, publisher of the magazine that gave us the word "centrefold", and the publisher of an Italian magazine with the similar name of *Playmen*. Fifteen years ago Playboy won an injunction ordering the Italian publisher, Tattilo SA, not to distribute its product in the US. Since then, with the backing of the Italian courts, *Playmen* has been published in its home country alone.

*Playmen* set up a Web site last year, in Italy, which offered customers dirty pictures for a fee. Playboy sued, claiming that by establishing the Web site the Italians had breached the earlier injunction. Playboy said that because the Web site had US customers, it should be deemed a distribution in the US.

Tattilo responded that it had distributed nothing in America. It had merely made it available to Americans, along with everyone else, information that they could pick up from its computer in Italy. This, said Tattilo, was the electronic equivalent of allowing Americans to

board an aircraft to Italy and buy a copy of the magazine. The judge accepted the defendant's claim that it could not be forbidden to operate a Web site in Italy simply because the site was accessible in the US.

That, the court agreed, would be "tantamount to a declaration that this court, and every other court throughout the world, may assert jurisdiction over all the information provided on the global World Wide Web."

But the judge concluded that Tattilo had taken active steps to bring its offering to the attention of Americans. The site was partly in English, and US customers were invited to download an application form and fax it to Italy with a credit card number to obtain a password allowing them to download pictures.

Tattilo was ordered to invalidate its US user names, refund money, and to put up a sign saying to Italian readers that Americans would not be welcome in future and to pay to Playboy all the money it had made from its US Web site customers.

The judgment therefore came down on Playboy's side, and the fine words above about encouraging "creative minds to be productive" referred, one supposes, to Playboy's photographs. Then came the twist. The Italians returned to court, saying they had amended the subscription system, and that the site was now open to anyone without a password.

The court was not convinced. It took the stronger line that simply making the Web site available to Americans amounted to a distribution in the US, and ordering Tattilo to set up a password system to keep Americans out.

It is paradoxical that the issue of jurisdiction over the Net has arisen so clearly in the US. In future, it is likely to be material coming out of the US that provokes controversy.

The US has one of the world's most liberal regimes on alleged pornography, in which plenty of material receives constitutional protection that would bring its publisher a spell in prison abroad. There is also a babel of US free speech on the Net expressing political opinions unacceptable to half the governments of the world.

While courts everywhere may assert jurisdiction over the Net, there is little that they can do to make good their claims. The Tattilo case was special because the defendant was bound by an earlier injunction, and had an office inside the court's jurisdiction.

In future, more defendants are likely to have no connection with the jurisdiction, and enforcement is likely to be a messy process that involves putting lawyers on aircraft carrying default judgments that they hope to convince foreign courts to enforce.

Is this bad? It is tempting to liken the free flow of information to the free flow of capital: something that has brought benefits to the world, but has circumscribed governments' room for manoeuvre, and to say that the erosion of national standards is the price to be paid for this valuable communications medium.

But there is also a case for arguing that the Net is becoming an electronic community of its own, with values different from those defined by national or regional borders. Some new set of rules needs to be applied to Net communications. A protocol to the Berner convention? A new role for the World Trade Organisation? An entirely new international policeman?

Today, all these suggestions seem unlikely. But when you have excluded the impossible, as Sherlock Holmes used to say, whatever remains - however improbable - must be the truth.

tim.jackson@pobox.com

### Cyber sightings

This month sees the first issue of BT's *Business Connections* website ([www.businessconnections.bt.com](http://www.businessconnections.bt.com)), for small business users, with an advice centre, extracts from *Business Opportunity World* magazine for start-up enterprises and an expert forum (this month on direct marketing). With material from the department of trade and industry.

● ZDNet's AnchorDesk with Jesse Berst ([www.zdnet.com/anchordesk](http://www.zdnet.com/anchordesk)) is a good source of new developments and gossip around the technology sec-

tor. It has story archives, company background and product evaluations. Simple to use, with graphics and highly useful, and you can order it for email delivery! ● The Corporate Citizenship Resource Center (<http://www.citizenshipresource.com>) is a service from the US Department of Labor, to promote the notion of corporations treating employees as valuable assets and developing them as "partners on the road to profitability". Some interesting stuff, but lots of feel-good quotes about corporate citizenship.

● For material relevant to global patents, David Waring's Patents on the Internet site ([www.patent.ac.uk/](http://www.patent.ac.uk/)) is well worth a visit.

● Without doubt, one of

the most indispensable sites I've seen for a long time is Gibbons Buckle's Hot Links for Traders ([www.gibbonsbuckle.co.uk](http://www.gibbonsbuckle.co.uk)), which has excellent financial-related links as well as articles and news sites. Well worth bookmarking. ● FilmNet UK ([www.filmnetuk.com](http://www.filmnetuk.com)) is an online information service for film makers putting together a production in Britain. Searchable by region, the database of available personnel could be just the thing if you're desperate to find a dolly grip who lives in Kidderminster. ● The Northern Development Company is a non-profit making organisation to promote business and economic growth in the north of England. This site ([www.nordev.co.uk](http://www.nordev.co.uk)) is under

construction, but plans to outline available sites and premises, and to provide details of national and international marketing opportunities and local business development resources. ● With meteoric revelations sparking a whole new round of debate and questions, Nasa's excellent Life on Mars? site (<http://lcamarc.nasa.gov/marslife>) has photos, audio and video links, and background material about Mars. It is fascinating. [seve@mcgook.demon.co.uk](mailto:seve@mcgook.demon.co.uk)

● The World Wide Web is updated daily. [www.ft.com](http://www.ft.com)

### FTid - The Internet Directory

Internet Directory. All of these can be accessed via hyperlink directly from the Financial Times at <http://www.ft.com>

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on Monday, September 23.

The survey will look at the country's economy, politics, financial markets, foreign policy and more. For more information on advertising opportunities in this survey, please contact: Michael Geach in New York: Tel: (212) 688-6900 Fax: (212) 688-8229 or Juan Martinez Dugay in Mexico: Tel: (525) 395-5888 Fax: (525) 395-4985 or your usual Financial Times representative.

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## MANAGEMENT

UK companies are waking up to the prospect of a single European currency, writes Gillian Tett

## Counting the cost of Emu

Earlier this summer executives from Shell, the Anglo-Dutch oil group, held a brainstorming session. After watching the political debate about European economic and monetary union gather pace, the group decided it was time to examine how the issue might affect the company.

Their conclusions were mixed. Although Shell believes Emu should not pose insuperable problems for the group, it has identified a plethora of technical issues ranging from pension fund policy to the possibility of dual pricing on petrol pumps.

But the real significance of the meeting is that it took place at all. For Shell's initiative reflects a broader debate about Emu that is emerging among some large UK industrial companies.

Although UK banks have been debating their own set of Emu-related challenges for some time, Shell's initiative is now matched in other non-banking groups such as ICI, British Airways, Unilever and Marks and Spencer.

According to Vincent Cable, chief economist of Shell International, "Three months ago we woke up to the fact that Emu was likely to happen - and we decided we needed to prepare for it."

But deciding just how any UK industrial company can actually "prepare" for Emu is far from easy. One problem is the sheer uncertainty. Although many companies now believe Emu could proceed as planned in 1999, this is far from definite.

And UK companies face the added problem of the government's ambiguous stance. It seems unlikely the UK will join Emu in 1999 but this cannot be ruled out. And the UK might still join at a later stage - perhaps in 2002 when euro notes and coins are finally introduced.

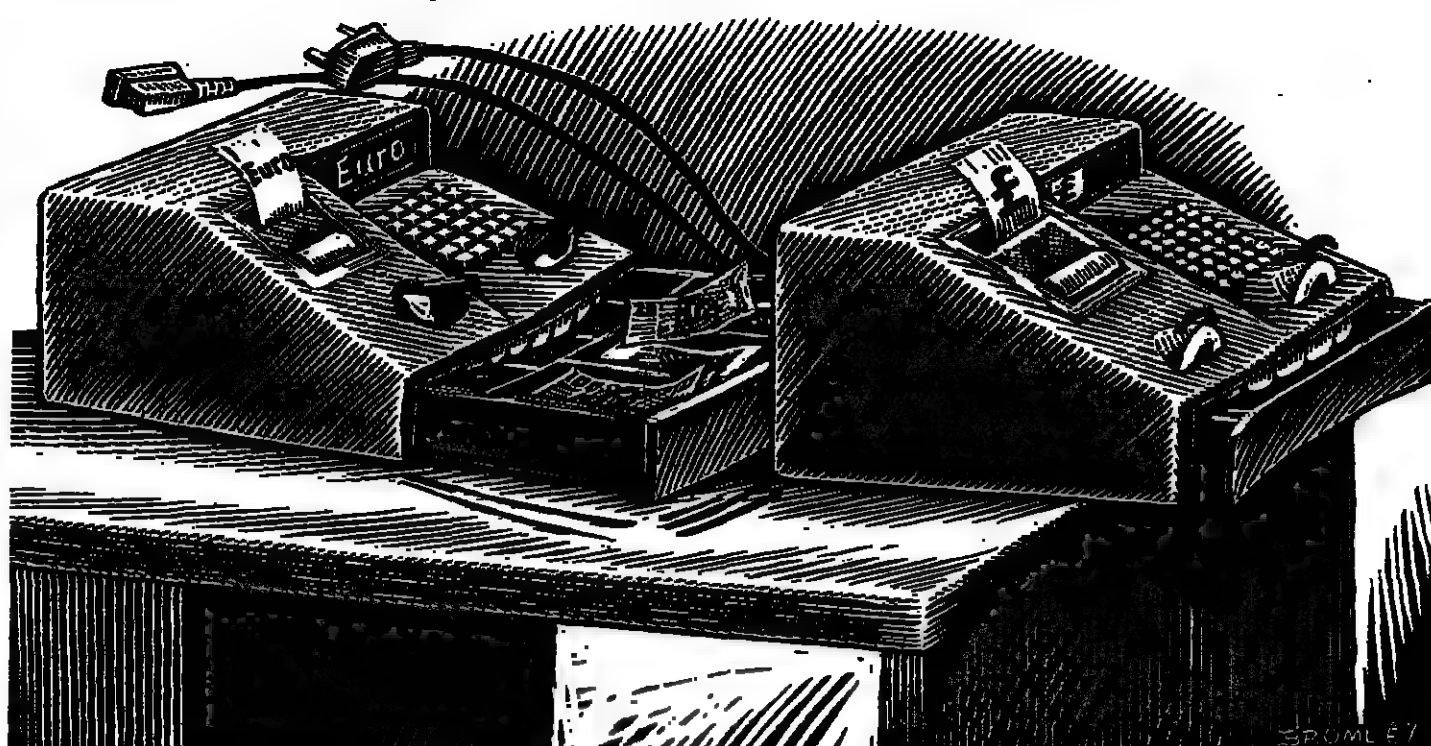
This uncertainty poses vast problems. Jo O'Neill, treasurer of Guinness, says: "I think there are just not enough details available for firm planning yet."

However, Shell decided to cope with the problem by imagining the impact of a host of scenarios - ranging from UK entry in 1999 to a complete collapse of Emu.

Some companies fear that waiting for a political decision is dangerous. For even if the UK stays outside Emu the consequences of France and Germany moving to Emu could still be felt within three years. Companies in continental Europe are already pushing ahead with preparations - meaning that if the UK does make a late decision to join, UK companies could be caught out.

As one UK group says: "It's a competitive issue. Maybe Emu won't affect us as much as our continental competitors - but we don't want to be caught short."

There is also the diffuse nature of the project. Emu potentially



affects not only treasury operations and accounting, but a whole body of IT and legal issues. The first point any UK company needs to consider, for example, is simply the impact of dealing with a new currency.

If the UK stays outside Emu, companies operating in domestic markets may not be affected by the euro. Even some exporters suspect it will initially pose few problems.

According to Christopher Purser, group treasurer for the engineering group Glynders, "It will probably be just like another foreign currency - our treasury already copes with a lot of currencies."

But other companies, particularly those with subsidiaries in continental Europe, fear its impact may be more significant, partly because of the manner in which the euro will be introduced.

The scenario agreed by governments in Madrid last year envisages that the euro will initially only exist as a unit of account

between 1999 and 2002. National currencies will continue to circulate at "irrevocably fixed" exchange rates, until the euro notes and coins replace national notes and coins in 2002.

In theory, this means nobody can be compelled or prevented from using the euro until 2002. And some companies want to delay its use: one UK group has decided it will continue accounting internally in sterling up to 2002, even for its continental subsidiaries.

But there could be strong pressure on companies dealing with Emu members to switch to the euro much earlier, at least for external business dealings.

This is partly because many of Europe's largest companies, such as the German group Siemens and Dutch company Philips, plan to switch to the euro in 1999. The UK chemicals group ICI thinks it will do the same. This could create pressure on smaller companies to change as well - possibly very quickly. "We will certainly encourage the use of the euro,"

says Ton Ruba, director of corporate finance of Philips.

Meanwhile, the sheer size of the Emu area means the euro could gain significance in international trade - even in the UK. As Bryan Sanderson, head of BP chemicals, says: "I think you could quite quickly see the euro acting as a dual currency [for UK business]."

However, this switch will not be universal before 2002 because many government and consumer operations will remain denominated in national currencies. And so UK exporters could be forced to juggle complicated numbers - or use dual pricing.

Sir Brian Pearce, chairman of Lucas Industries, the motor and aircraft parts group, says: "Any company supplying into continental Europe will have to have a euro account [after 1999] - trade will be denominated in euros to a much greater extent than its constituent currencies."

This means companies may need to look at their banking arrangements. There are already

fears that processing euro payments through UK-based banks may be costlier than through continental banks if the UK stays outside Emu. As Richard Freeman, chief economist of ICI, says: "Any sensible company should be looking at the cost of their treasury operations now."

The change also has implications for information technology, since computers will need to handle the euro for invoicing, accounting and possibly even pay bills. Freeman adds: "IT is probably the biggest area which needs to be considered."

The IT problems vary significantly between sectors. Some companies have concluded that incorporating the euro is relatively manageable. British Airways, for example, believes its ticketing operations can cope with Emu fairly easily.

The issue is further complicated because Emu will clash with 2000, which in itself poses significant computing

- paying taxes and issuing accounts;
- the legal implications of the switch;
- the impact on IT;
- communicating the change to customers;
- considering how Emu could affect their longer term marketing strategy.

Managing the Changeover to the Single Currency, AKUE, 26 Rue de la Philosophie, 75008, Paris, France. Tel: 33-1-45-23-33-34.

problems. Retailers face particular challenges if the UK joins Emu.

It is planned that euro notes and coins will circulate alongside national currencies in early 2002. The prospect of coping with dual currencies has dismayed UK retailing groups such as C&A and Kingfisher. Meanwhile, Marks and Spencer and Tesco each estimate the IT costs of the changeover to be around £30m.

Aside from handling the currency, Emu raises a host of logistical problems. On the legal side, one key issue is the treatment of contracts denominated in a European currency.

The European Commission has pledged that contracts will not be disrupted by Emu, and plans to issue a legal framework to guarantee this next month. But many companies are now examining the small print of their contracts, particularly for long-term debts or bond issues.

Some have no debt which extends beyond 2000. Others have concluded that they will shun Ecu instruments, because of uncertainties about how the Ecu will be converted into euros.

Meanwhile, others, like ICI, are considering whether to redenominate long-term debts into euros. In theory, bonds need not be redenominated before 2002. But Paris has already warned that it intends to switch over its financial markets as quickly as possible after 1999.

Another issue is treasury management. Emu should lead to significant cost savings for treasury operations. But Shell and other companies have concluded that it will also generate significant changes in areas such as pension fund portfolios.

Yet another issue is the treatment of shares. If the UK stays outside Emu, most companies will probably still be quoted in sterling. However, some large groups are considering entering a euro market, particularly if it is more liquid.

These debates remain preliminary. Nevertheless, the crucial point from the analysis so far is that many UK companies cannot avoid being affected by Emu - even if UK politicians shun the project.

Consequently, the question now is whether enough companies will take the issue sufficiently seriously to avoid being hurt in 1999. Although the UK's industrial giants might be grappling with the issue, the key concern is whether the smaller companies are ready to follow suit.

"Some British people have not yet realised Emu is on the agenda," says Cable. "But if they don't start preparing there is a real danger they will be caught out."

## A need for early planning

Whatever else is uncertain about European monetary union, one thing is clear. In the next year demand is set to surge from UK companies for practical advice on Emu.

The Confederation of British Industry and British Chambers of Commerce are already trying to respond; they recently established a research project on the implications of Emu for UK companies. But their conclusions will only emerge later this year.

and in the interim it can be hard to find information that answers basic questions for companies.

One document that partly fills the gap is a recent report from the Association for the Monetary Union of Europe. The study hopes all European Union countries will participate in Emu. But although a UK audience may need to filter the report, it provides a useful outline of the issues.

The report says that early planning is essential for Emu.

Companies, it argues, should be setting up special committees to study Emu. By the middle of 1997 they should be training staff and operating working parties on each of the detailed problems. These should cover the finance, administrative, marketing, personnel, legal and IT departments, it argues.

The report suggests that the key issues for companies are: coping with the introduction of a new currency for accounting and pricing purposes;

## Keep conflict out of the office

Losing your temper is good for you, I read this in the paper the other day and felt comforted to see an expert extolling the benefits of a good wobble. He was writing about home, but now I learn that the same applies in the office.

According to Strategy & Business, the quarterly from Booz-Allen & Hamilton, conflict is good for work teams, too. The author points out that teams are not the harmonious groups of people with complementary skills that they are cracked up to be, but are riddled with conflict.

The best way of dealing with this conflict, she says, is to bring it to the surface. To that end she has developed models, matrices and workshops for the safe detonation of friction, so that teams can let it all hang out and creativity can prosper.

I am doubtful whether the matrix approach would do much for my grievances and petty

resentments; in any event I see one of my main skills as the ability to sit on these negative emotions. People who do not have this ability are a nuisance to work with: most of them tend to get the sack, while a small minority tend to become the boss.

Home is the place for tantrums and throwing saucepans lids; work is for work. Office life should be smooth and professional and that means suppressing conflict. If we all decided to voice even half the things we really felt about our jobs and our colleagues then going to work would become about as peaceful as visiting Bosnia. So much better to smile at your maddening fellow team members, concentrate on the job in hand and kick the dog when you get home.

An interesting document has made its way into my hands called Innovation Within the



Lucy Kellaway

European Dairy Industry. I've long been a follower of the dairy industry: in the 1960s I marvelled at the exoticism of strawberry Skii yoghurt, now I can weigh up the merits of live yoghurt, set yoghurt, French-style yoghurt, low-fat yoghurt, virtually fat-free yoghurt, organic yoghurt, fruit corner yoghurt, country yoghurt, custard-style yoghurt and thick and creamy yoghurt.

You could say that when it comes to innovation the dairy industry has already gone way beyond the call of duty. However, according to this report, innovation is not just a matter of NPD

(which us cognoscenti know means new product development) but of "Total Organisational Philosophy".

Unfortunately I can't afford to find out what that means. I possess a three-page summary of the report: the full version costs £7,500. That sum could keep your whole family in fat-free fromage frais for generations.

It has been a great week for the "total" concept. In addition to Total Organisational Philosophy, I have also just come across the

simpler but no less puzzling concept of Total Management. This autumn The Economist is running a conference called Total Management: Managing Cross-Functional Businesses. Now if Total Quality Management means doing things well, then does Total Management just mean doing things?

I can think of a superior title for a conference: Partial Management. This means only doing some things. Because managers are more likely to mess things up if they intervene than if they leave well alone, they should consider easing up and letting others get on with their work.

So Dixons appears to be in the doghouse for not following Gresham on remuneration committees. I have some sympathy with Sir Stanley Kalms: so long as he does not set his own pay, I don't see why he shouldn't chair

the remuneration committee. My boss sets my pay, after all. Equally I sympathise with the small company William Cook, which wrote in last week's issue that it had no independent directors: instead of flapping about such issues it concentrates its energies on making widgets.

The existence of an "independent" remuneration committee is no guarantee that pay rises will be reasonable, neither is the absence of such a committee in itself a sign that directors are feathering their nests.

Surely disclosure is the issue; and the powerful check comes from shareholders themselves and the media. I expect the rumour last week caused by the moving expenses paid to a director of Matthew Clark is going to be more effective than any committee in making companies refrain from paying the boss nearly £500,000 to move from one Georgian pile to another 100 miles away.



## PARTNERS

## Burford Group

Nigel Wray, 48, and Nick Leslau, 37, became partners in 1988 when Nigel took over the property company Burford Group and Nick stayed on as chief executive. They bought the Trocadero in 1994, which was damaged and floated last year. Burford made £15m in pre-tax profits in 1995.

Nigel: "The most important thing about any company is the person who is running it. If you've got a great business and an idiot in charge, the idiot will always win. Nick is an extraordinarily able entrepreneur so I leave it up to him."

He brings in the ventures and the deals whereas I get involved with the stock market side. It was Nick's idea to buy the Trocadero and mine to float it as an individual company. There's a certain amount of interplay although I'm primarily the financial strategist. He's surprisingly mature for his age. He sees things in the medium and long term, rather than a lot of young guys who want to make a fast buck today.

Somebody wanted to put a tits-and-bums nightclub in the Trocadero for a very big rent but Nick refused. When I heard that story I thought, "how much?" then realised that's one of the reasons why Nick's so good. It would have made us a quick profit but in the long term it would have been wrong for the image.

He works much harder than I do. I think someone in an organisation needs to be relaxed and take a wider view, so I'm constantly trying to work less hard. There's a nice buzz about Burford because we both know what we're trying to accomplish and we're both very unpolitical."

Nick: "Like me, Nigel is an old Mill Hillian, although the age difference meant I knew of him long before he knew me. When he took over Burford it wasn't an aggressive bid so I was happy to stay on running the company. It was a case of, 'smack it and see and something just clicked.'"

He's an incredibly nice guy, with a tremendous grasp of ideas and a wonderful feel for the balance sheet. As a partner he knows when to get involved and when not to. He's more patient than I am. I want it all yesterday, whereas Nigel is happy to wait until tomorrow.

I learned very early on to say 'I haven't a bloody clue' when it comes to numbers. He once grilled me for six hours on an aircraft about a ground rent figure I'd given him. It was half correct, but half wrong, and by the end of the journey I was pretty fed up.

We share the same business philosophy and have similar lifestyles in that neither of us is flashy. We're not into corporate jets or grand company cars.

As chairman he takes a more strategic look at the business. When I've made my first £100m I won't work so hard but I've got 11 years to catch up on him. I respect him enormously. Even if he wasn't older and a bigger shareholder, I'd still hold him in the highest regard."

Fiona Lafferty

SAMSUNG, SIEMENS &amp; FUJITSU

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## Entrepreneurial spirit is on the increase at US business schools, says Victoria Griffith

When students at the Massachusetts Institute of Technology's Sloan School of Management competed for the annual entrepreneurial prize a few years ago, it was usually in sporting form. Students often entered with multiple ideas and scant preparation, regarding the competition as little more than a learning experience.

Today, the awards are treated with utmost seriousness. The prize has been increased to \$50,000 (\$33,000) this year, up from \$10,000 previously, and one mastermind of the 1996 winner - an Internet call server dubbed "Webline" - will take a leave of absence from Sloan to launch the business.

The change in attitude marks a new focus on entrepreneurship at business schools around the US. Students who once seemed destined for jobs with large companies are increasingly likely to strike out on their own.

Business schools are responding to the trend. Kellogg, the business school arm of Northwestern University, offers 11 courses in entrepreneurship, up from just three in 1991. The university says enrolment in its entrepreneurial classes jumped 86 per cent per cent last autumn compared with the previous year.

Other business schools around the country - including Wharton, Stanford and MIT - have been expanding their programmes in the discipline, and many point to their venture capital clubs as the most popular clubs on campus. A growing number of students are not waiting until graduation to

## Winner takes all

ENTREPRENEURSHIP IS ONE THING JACKSON - STARTING UP A RIVAL BUSINESS SCHOOL ON OUR PREMISES IS ANOTHER



test their entrepreneurial skills. Many find business schools - with plenty of free advice and easy access to contacts - the perfect incubators for start-ups. The Wharton School has spawned at least four new companies this year.

"Business schools are having to be increasingly flexible to accommodate students who might want to take a light course load while trying to start their own business," says Joost Bensen, who runs the entrepreneurship competition at MIT.

Societal trends are fuelling the interest in entrepreneurship. One

important factor is the growing insecurity students feel in the established corporate world. "It used to be that you got on the escalator and rode it to the top," says Irving Grossbeck, a professor at Stanford University's business school. "But now, someone might kick you off midway. Downsizing means there's no longer the same loyalty to large companies."

Students may also hope to repeat the success of Netscape and Yahoo - two Internet companies that rapidly struck gold. The advent of the "virtual corporation" has also

made life easier for start-ups. Executives can run a sophisticated operation from a desk at home and still feel connected to clients, suppliers and investors.

Some entrepreneurs say they strike out on their own to achieve more flexible scheduling. Women and minorities - who are attending business schools in growing numbers - fear that they will soon hit a glass ceiling in the traditional corporate world. "Starting my own business gives me flexibility in my personal life, and means I don't have to feel that being a woman

and having a family will limit my success," says Addie Swartz, a Kellogg graduate who operates a children's software consultancy.

Yet the growing interest in entrepreneurship poses a dilemma for the business schools, which are more famous for honing focused skills such as marketing and investment analysis. Some observers doubt that entrepreneurship - which depends on a willingness to take risks that seems inborn - can be taught at all. Yet business schools insist it is possible to create an effective curriculum.

"You cannot teach someone to become a Bill Gates, just as you cannot teach someone to compose like Beethoven," says Howard Stevenson, a professor at Harvard's Graduate School of Business Administration. "But you can teach someone notes and scales, give them the tools they need to become a composer. And you can teach the tools people need to be entrepreneurs: how to come up with a business plan, basic fundraising mechanisms. The key is to teach students to be generalists, because an entrepreneur has to handle all aspects of the company."

Other schools try to instill the right attitude. "It's important for students to see the successes, but it's also important for them to see the failures," says Kellogg professor Steven Rogers. "That way they know if it doesn't go right, their lives are not going to end. For a lot of people at business school, who've never faced failure in their lives, that's very important."

## Rewards for potential

Being a 'clever clogs' is not enough for success

What makes a successful manager? Is it entrepreneurial flair or a head for figures? Is it technical know-how or personal charisma that produces the results?

Such are the sort of questions posed every year at Cranfield School of Management, in the UK, to determine which of that year's full-time masters of business administration (MBA) students should receive the Odgers Prize as potentially the group's most successful manager.

The prize was devised by Ian Odgers, chairman of Odgers, headhunters. His view was that there should be a prize which recognised more than just academic brilliance when selecting potentially successful managers.

Many of the criteria are obvious: successful candidates should have a vision of the future and display individuality, should demonstrate political astuteness

and commercial opportunism and have some degree of charisma and command respect. But they should also be tough, a characteristic which is often difficult to find in MBA students because they have not risen far enough up the corporate ladder to demonstrate these attributes, says Odgers.

This year Julian Williams, administration (MBA) students should receive the Odgers Prize as potentially the group's most successful manager.

The shortlist is drawn up by the other MBA students on the course, and some years competition is so fierce that students have gone round canvassing for votes, says Leo Murray, director of the school. "Whatever the final result," says Murray, "being short-listed by their peers is the greatest single accolade they could achieve."

Della Bradshaw

## CONFERENCES &amp; EXHIBITIONS

## SEPTEMBER 2-5

## Fire International 96

The latest firefighting, prevention and protection equipment and services brought together from around the world. More than 250 participating companies.

For further details and/or complimentary exhibition admission tickets contact: Nicky Molloy Tel: +44 (0) 1737 768611 Fax: +44 (0) 1737 761 685

G-MEX Centre, MANCHESTER

## SEPTEMBER 10-11

## Intranets and Network

Computers: Shaping the enterprise IT infrastructure

The Internet - the internal Internet - is the hottest issue in IT today. In combination with Groupware and Netscape, it offers organisational collaboration sharing and productive use of information and knowledge. IBM, Apple, Oracle, Netscape, Sun, Microsoft, IBM, ERI Lotus present their products, services and strategies. Barclays and BUPA present case studies.

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## SEPTEMBER 10/11

## Introduction to Capital Markets

Training course covering Bonds, Equities and introducing their derivative markets (Futures and Options). A practical course with case studies, investment pricing and risk identification exercises - intended for junior securities personal, training dealers, systems development and other support staff.

GBP 495 + VAT.

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## SEPTEMBER 10/11

## Exchange and Money Markets

Highly participative training course covering traditional FX and money markets featuring WINDEAL, a realistic PC based dealing simulation. For corporate treasury, finance, back office, marketing executives, financial controllers, systems and support personnel plus candidates for ACTI International.

GBP 495 + VAT.

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## SEPTEMBER 11-12

## Integrated Call Centre '96

Computer Telephone Integration has changed how telemarketing is carried out in the competitive commercial environment. The integrated call centre achieves even better results by bringing together point of sale and the WEB. Specialists from Ericsson, Mercury, BT, Vocals and others explain the technology and the benefits.

Complemented by Workshops on Managing the Integrated Call Centre and Applying Integrated Call Centre Technology.

Tel: 01895 236484 Fax: 01895 813095 email: nms@unicon.co.uk

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## SEPTEMBER 12-13

## UK Housing - the Next Millennium

For senior management from house builders and developers - local authorities - architectural practices - housing associations - manufacturers - trade associations. This conference will address the current and future challenges of environmental and energy issues relating to existing and new housing stock. The expert panel of speakers will be chaired by writer and broadcaster, Jonathan Dimbleby.

Contact: BRICS Events, Tel: 01923 664531/664511 Fax: 01923 664787

OXFORD

## SEPTEMBER 16-20

## Introduction to Corporate Credit Analysis

The Foundation course in credit analysis, risk assessment and the canons of lending. • Types of Borrower and their Needs; • Techniques of Credit Analysis; • Profit and Loss Account and the Balance Sheet; • Cashflow, Payables, Receivables; • Spreading, Ratios, Key Indicators; • Business Plans, Debt Service Capacity, Covenants. 5 days.

0171 623 9111 Fax: 0171 623 9112

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## SEPTEMBER 17

## Performers' Tax and Finance

Widely regarded as the premier event for advisers to sportsmen and entertainers. With tax authorities becoming more aggressive in collecting what they believe is their share of the performers' earnings, along with the many recent tax changes, this event has never been more topical.

Contact: Kate Piletti, IBC UK Conferences

Tel: 0171 637 4383 Fax: 0171 631 3214

LONDON

## SEPTEMBER 18

## Tax Techniques For Property Transactions &amp; Investment

A must for tax practitioners following the many recent developments through changes in legislation, practice and case law. An up-to-date update on the latest tax techniques for property transactions for all practitioners whether advisers, developers or investors.

Contact: Kate Piletti, IBC UK Conferences

Tel: 0171 637 4383 Fax: 0171 631 3214

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## SEPTEMBER 18

## Building the Corporate Intranet

Intranet technology is today delivering what open systems and workgroup technologies have promised for almost a decade. This Butler Group Senior Management Conference will explain what intranet technologies are, how they are being used, and provide a strategy for their implementation within the enterprise.

Contact: Butler Group

Tel: 01482 386377 Fax: 01482 386378

http://www.buttergroup.co.uk

LONDON

## SEPTEMBER 23-24

## Introduction to The City, its Institutions and Jargon

This course is an ideal introduction to the role of the City and the UK financial system and will give participants a good working knowledge of one of the world's leading financial centres.

• The Historical Role of the City; • The Role of the Bank of England; • The Banking System; • Non Bank Financial Institutions; • Money, Capital, Risk Management and Stock Markets. 2 days. £295

Contact: Butler Group

Tel: 0171 623 9111 Fax: 0171 623 9112

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## SEPTEMBER 23-25

## Combating Financial Crime Workshops

Acknowledged as the definitive programme of interactive training for business in combating, safeguarding and deterring financial crime, commencing September 1996. Course tutors from New Scotland Yard, Timm Senior Dechant and Deloitte & Touche, George Staple, Director, Serious Fraud Office, is the keynote speaker at the September course.

November course 25-27.

Contact: Grey Hart, Trade Limited

Tel: 0171 836 1251 Fax: 0171 836 1230

LONDON

## SEPTEMBER 23-25

## 1996 International Electronic Banking Convention

Learn about the latest trend in electronic banking. Topics include: Advent of Virtual Banking; Internet in Retail Financial Services; Emerging Interactive Channels; Electronic Commerce and the Superhighways. Speakers from GB, Bank of America, Barclays, KeyCorp, NavNet, Visa, CCB and IBM.

Contact: JIU O'Brien, Lafferty

Conferences, Dublin Ireland

Tel: (+353-1) 671 8022 Fax: (+353-1) 671 3594

LONDON

## SEPTEMBER 23-27

## Process Improvement Seminars

Interactive seminars which provide a sound understanding of the fundamental Tools and Techniques needed to implement effective Process Improvement. The courses explore the issues surrounding the implementation of Quality Programmes and Process Improvement Initiatives.

Sept 23 The Quality Jungle. Sept 24-25 Problem Solving. Sept 26-27 Process Analysis. Series also runs October 21-25 and November 18-22.

Contact: Lisa Street, Plesman Ltd.

Tel: 01572 452 576 Fax: 01572 454 311

email: sales@plesman.com

Internet: http://www.plesman.com

LONDON

## SEPTEMBER 24/25

## Understanding Treasury Derivatives

Training course covering risks in treasury markets and how derivatives can be used. Currency Options, SAFES, FRAs, Futures, interest rate swaps and related products. For Corporate Treasurers, bank dealers and marketing executives, financial controllers, systems and support personnel plus candidates for the ACTI Diploma. £250 + VAT.

Contact: David International Ltd.

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training@lywood-david.co.uk

LONDON

## SEPTEMBER 26 &amp; 27

## FT WORLD MOBILE COMMUNICATIONS

Strategies for the Wireless Millennium

The challenges of valuing and financing mobile operations. Industry progress towards the consumer market. The market positioning for new entrants. To be discussed and debated by key speakers: Mrs Jan Peters of Mercury One 2 One, Hans Snook of Orange, Francisco Celo of Omnitel, Mr Allen Ma of Hong Kong Telecom CIL and Mr Tassaki Onodera of DDI Corporation and Mr Patrick LeLec of Bouygues Telecom.

Enquiries: FT Conferences

Tel: 0171 896 2626 Fax: 0171 896 2696

LONDON

## OCTOBER 7

## FT DIAMONDS - New Horizons in Mines &amp; Markets

This one-day conference will review the significant changes taking place in the international diamond industry, examining the boom in worldwide exploration for diamonds, the impact of possible new producers on the market and the growing of new consumer markets in Asia. Expert speakers from North America, South Africa, Europe and Australia will address this first FT conference devoted to diamonds.

Enquiries: FT Conferences

Tel: 0171 896 2626 Fax: 0171 896 2696

LONDON

## OCTOBER 15 &amp; 16

## Developing the New IT Strategy

Delivering business value is a recognized priority for IT. The challenge lies in translating this goal into a measurable strategy. Packed with the latest thinking and practice, this is the only UK event where you will discover how to develop and implement a balanced IT scorecard.

Contact: Business Intelligence

Tel: 0181 543 6565 Fax: 0181 544 9020

LONDON

## OCTOBER 20 - NOVEMBER 1

## Retail and Wholesale Banking Seminar

2 week residential seminar for bankers from the emerging markets. Retail banking covering payments systems, credit assessment & trade finance. Wholesale banking including Foreign exchange, Money markets, Capital markets and derivatives. Highly participative training seminar, incl. educational visits to financial institutions in both weeks. £4,450 + V.A.T. Fully inclusive tuition, accommodation and documentation. (15% discount 2+). Week 2 available separately.

Lywood David International Ltd.

Tel: UK 44 (0) 1959 565820

Reservations: Fax: UK 44 (0) 1959 565821

LONDON

## OCTOBER 21-22

## Utility Week - IT in Utilities Congress

Hamburg Congress Centrum The IT in Utilities '96 Congress and Exhibition is the second forum of its kind for senior managers in the electricity, gas, telecom and water industries to meet and discuss effective IT strategies for European utilities. A comprehensive programme of conference presentations and specialised workshops will be augmented by an exhibition.

Conference enquiries: Alex Daniel,

1st Conference 0171 404 7723

Exhibition enquiries: Ruth Eppley,

Utility Week: 0181 622 3877

LONDON

## OCTOBER 22-23

## Business Performance Measurement

A two day conference addressing the key issues in the implementation of business performance frameworks including practical lessons in the Balanced Scorecard, Process Benchmarking and Quality approaches.

Contact: Business Intelligence

Tel: 0181 543 6565 Fax: 0181 544 9020

LONDON

## OCTOBER 24 &amp; 25

## FT TECHNOLOGY IN RETAILING

Strategies for Success in a Rapidly Changing Environment Arranged in association with Retail Technology magazine, this conference will address the major strategic and tactical issues identified by research to be of upmost concern to retailers both in the UK and within continental Europe. Key decision makers from the retail sector will be invited to discuss current and future developments.

Enquiries: FT Conferences

Tel: 0171 896 2626 Fax: 0171 896 2696

LONDON

## OCTOBER 27 - NOVEMBER 1

## Wholesale Banking Seminar

17 week residential seminar for dealers/bankers from the emerging markets covering wholesale treasury, Foreign exchange, Money market and derivatives and Capital markets. Highly participative training seminar, incl. educational visits to Tuller & Tokyo Forex, Reuters and LORPE. £2,300.00 + V.A.T. fully inclusive tuition, accommodation & documentation. (15% discount 2+).

Lywood David International Ltd.

Reservations: Fax: UK 44 (0) 1959 565821

LONDON

## OCTOBER 30-31

## Business Process Re-engineering

This conference and exhibition will redefine the role of management in the process based organisation, manages the portfolio of performance improvement techniques unlock the transformation potential of IT, mobilises employees to achieve radical cultural change and taps the innovative power of people.

Contact: Business Intelligence

Tel: 0181 543 6565 Fax: 0181 544 9020

LONDON

## OCTOBER 30 &amp; 31

## FT European Life Insurance - Strategies for Success in a Fast-Changing World

Speakers will include: Sir Andrew Large, Chairman, The Securities and Investments Board; Mr Stephen E White, Chairman and Chief Executive Officer, MetLife International Holdings; Inc; Mr Manfred Laurenschlager, Chief Executive, MLP AG; Mr Jan Lumsden, Group Finance Director, The Standard Life Assurance Company; Mr John Denham, MP, Shadow Minister for Pensions; and Professor Steve Jones, Professor of Genetics, UCL.

Enquiries: FT Conferences

Tel: 0171 896 2626 Fax: 0171 896 2696

LONDON

## INTERNATIONAL

## SEPTEMBER 3 - 6

## Aula in Poland

(AUTUMN - Consumer Goods Fair) (Consumer Toys, Sports, Jewellery, Food) Poznan Trade Week. The largest regular trade fair in Poland and one of the largest in Central/Eastern Europe. 15,000 exhibitors from 38 countries and 950,000 visitors in 1995 Poznan International Fair Ltd.

Chopinska 14, 60-734 Poznan, Poland

Tel: +48 61 665292 Fax: +48 61 665292

POLAND

## OCTOBER 1-2

## Investing in Russia: New Horizons

Two day conference designed to acquaint western investors with the perils and profits of the investment boom with regard to small and medium businesses in Russia. Topics: • capital venture markets; • innovation programmes. Key speakers from the Russian Government and the Ministry of the Economy, EBRD, Moscow Pearson Bar America, Hotel Sofitel.

• Audiences with travel arrangements and introductions for one-to-one meetings available.

Contact: Aquella Brown, BCI Ltd.

Tel: (0171) 373 3077 Fax: (0171) 405 4657

MOSCOW

## OCTOBER 21-22

## 6th Annual European Electronics Forum

An important gathering of international industry leaders in the global electronics industry. Key topics include system level integration, DRAMS, micro-processors, multi-media, chip-cards, emerging new applications markets, investment issues as well as technology and market forecasts. Also featuring The Silicon Challenge Round Table panel discussion.

Contact: Futura Horizons

Tel: +44 (0) 1732 762896 Fax: +44 (0) 1732 763914

SINTRA, NEAR LISBON



## BUSINESS TRAVEL

## Travel News • Roger Bray

## Liability curbs end

Improved compensation could be on the way for passengers injured in airline accidents – and for the relatives of those killed. Leading airlines have proposed that liability should no longer be limited by international agreement but should reflect awards made by courts in the country where the traveller lives.

The existing limits on airline liability under the Warsaw Convention are \$75,000 (\$48,387) in the US, double that in Europe and \$350,000 in Australia, for

example. These amounts may not be adequate to compensate for the loss of a high earner. To get more you must take costly legal action to prove negligence, but under the proposed new system passengers will no longer have to show that the airline is at fault.

The limit has been kept low in the US, with its culture of litigation, but the assumption that everyone there will sue anyway in the event of an accident.

The International Air Transport Association says 52 member airlines, including most of the

world's biggest carriers, have agreed the change.

## Ethiopia warning

The UK Foreign Office has warned travellers to be vigilant in Ethiopia, where bombs have been going off at hotels in the capital, Addis Ababa. An explosion in the Wabe Shabelle hotel earlier this month is reported to have killed one person and injured 11 others, including a European.

It is believed the bombs may have been planted by Ethiopian Somalis from Ogaden, where separatists have been fighting a battle for autonomy.

## Typhoid alert

The former Soviet state of Tajikistan, in central Asia, continues to suffer from an outbreak of typhoid. The World Health Organisation reports between 30 and 40 new cases every day. The outbreak has been blamed on ageing and badly maintained sewage systems which overflowed after heavy rains earlier this year, contaminating drinking water.

## India takes off

Competition continues to pump oxygen into India's once-stagnant domestic airline industry.

## Jet Airways has just

launched services between Delhi and Calcutta, completing the triangle which includes Bombay. Flights on the new route operate twice a day in both directions, allowing business travellers to make day trips. The airline operates 11 Boeing 737-300s and 737-400s on 23 routes.

## Flight times fall

International airlines could start commercial flights over North Korea as early as December, cutting journey times from Europe and the US to Asian cities.

This follows agreement by the Pyongyang regime,

which is believed to be keen to earn revenue from flights through its airspace. Airlines hope that new, more direct routes to destinations such as Hong Kong and Seoul could be established permanently from next year.

The move could benefit passengers on up to 60 services a day, including those between North America and cities such as Taipei.

## Likely weather in the leading business centres

	Mon	Tue	Wed	Thur	Fri
London	20	20	21	21	21
New York	20	20	21	21	21
Frankfurt	20	20	21	21	21
Amsterdam	20	20	21	21	21
Paris	20	20	21	21	21
Brussels	20	20	21	21	21
Madrid	20	20	21	21	21
Rome	20	20	21	21	21
Stockholm	20	20	21	21	21
Oslo	20	20	21	21	21
Copenhagen	20	20	21	21	21
Stockholm	20	20	21	21	21
Oslo	20	20	21	21	21
Copenhagen	20	20	21	21	21

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Amman

## How to stay cool on the road

Scheherazade Daneshkhu offers advice for stressed executives

**I**s business travel bad for your health? Most executives travelling more than 100 miles regularly on business suffer from stress-related symptoms, according to a survey of company directors.

Almost two-thirds of the 350 senior managers of UK and international companies surveyed by The Atheneum, a London hotel, said they suffered physically, particularly from fatigue and aching limbs.

The rest said they suffered most emotionally or mentally, with 15 per cent admitting to violent tendencies and a few citing paranoia. Almost half believe that travelling regularly carries a greater risk of bad health than being bound to their desks.

Most blamed travel stress on transport problems, but a quarter blamed themselves. More than half said that speed was the deciding factor in choosing type of transport, which explains why missed connections and delays were cited as causing most stress when travelling.

On arrival, missing luggage and inexplicable queuing procedures were most likely to anger business travellers. A double-booked room and lack of heating or air conditioning were the two most likely irritants at the hotel.

Sally Bulloch, executive manager of The Atheneum, says: "Business travellers

are not that demanding of hotels, but missing a wake-up call before a meeting or flight, or fire alarms going off in the middle of the night, can make the mildest person abusive."

Dr Antony Ashe, a general practitioner who treats a number of business travellers, says there is growing awareness among doctors of the detrimental effects of stress caused by business travel, but says that little is being done to evaluate the impact on both the individual and business.

Professor Cary Cooper, an organisational psychologist at the University of Manchester's Institute of Science and Technology, says senior executives usually do not admit to stress, and recognising the problem is a good first step. "Most will say they had a great flight or a good trip because redundancies have led to fear in the corporate culture of showing you are weak in any way."

Dr Ashe says executives often do not even realise they are stressed. "Some patients who use aeroplanes, like taxis, say they don't feel stress because they fly first class and are chauffeured to and from their destinations."

One problem is that instead of avoiding work, more than three-quarters of executives choose a form of transport which allows them

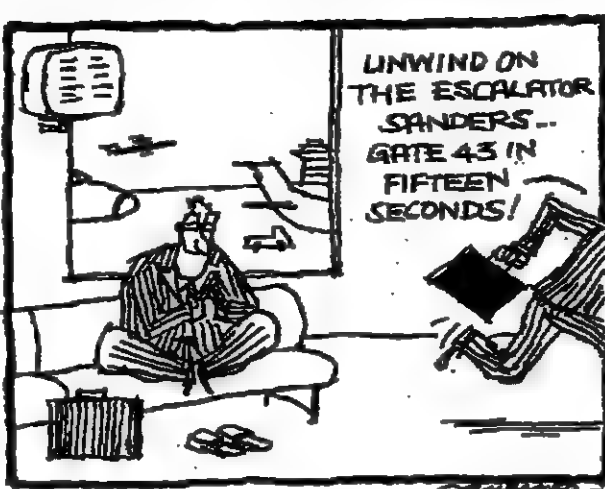
to work. Just under 60 per cent travel with a laptop computer, and 85 per cent either always or sometimes carry a mobile phone.

Dr Ashe says that working while travelling is usually a mistake. "When you are flying through time zones you may not be aware that your body is trying to wind down, so you keep working. You may feel you have achieved a lot, but the long-term effects from not switching-off can be more counter-productive."

Stress can lead to increased blood pressure and a rise in cortisone levels which can reduce the effectiveness of the immunity system, says Dr Ashe. This can make those who push themselves hard more vulnerable to illnesses such as flu, which in turn can mean taking days off work.

Prof Cooper says the cost to companies can be much greater than the cost represented by days off for illness. "Companies have usually invested a lot of money in these people, but if they are subject to a lot of stress they will either burn out or make the wrong decision."

He cites the case of work pressure on Nick Leeson, who amassed \$230m in derivatives losses at Barings, the UK merchant bank that collapsed last year. "Look at what it can cost your com-



pany. Barings was an extreme case, but even if someone makes a mistake on one small detail on a contract, it can cost a lot of money."

To take the stress out of business travel, companies and executives should:

- Allow more time. The survey found that driving was considered the most stressful form of domestic travel and that 35 per cent of executives suffer from road rage. "Successful businessmen tend to be those working on a tight schedule and they get angry if things don't go to plan," says Dr Ashe. "But it is difficult to relax in traffic, so try to

avoid travelling on the day of the big meeting. Get there earlier and acclimatise."

Prof Cooper says it is particularly important to have "unwind time" when crossing time zones. "You shouldn't get off a flight and go straight to a meeting – allow a day between arrival and the big meeting."

Travelling first class is not necessarily the answer. "I can't sleep on a plane whatever the class of travel might be, and if your plane is delayed, flying first class makes no difference," he says.

● Eat the right food. "A lot of people are malnourished. They may eat the right amount of calories, but they

might be short on vitamins and minerals," says Dr Ashe. Airline food tends to be high in calories and low on roughage. "Although it may be impossible to avoid eating on the hoof, make sure you also get a decent meal such as meat and two vegetables."

● Alleviate loneliness. Prof Cooper believes companies should pay for calls to home. "Many do telephone, but they make it quick and feel guilty about it. But if they can talk longer and say what their day was like, they will feel tied back with their home, which will help ease the loneliness."

He also believes that companies should occasionally pay for partners to travel as well. "Margaret Thatcher took her support system – her husband Denis – with her. She knew the importance of that better than anyone." The survey found that 72 per cent would take their partners on a business trip if given the chance.

● Relax. Dr Ashe says exercise is important and is a good way to unwind. Take a long walk, or spend time in the gym on arrival, but also do not feel guilty about doing nothing by relaxing for half an hour.

● Avoid travelling. Prof Cooper believes companies wanting to get the best from staff should ask whether a trip is necessary, given that information technology, such as video-conferencing, is widely available.

## Amon Cohen on Delta's plan to aid laptop users

## More power to your elbow

**M**ore business travellers are using their laptops while airborne, even though work grinds to a halt when the battery runs flat.

Delta Air Lines thinks it has found the solution: it claims to be the first carrier to offer an in-flight power source for laptop computers. It is offering the complimentary facility, EmPower In-Seat Power Supply, to first-class passengers on one of its domestic Boeing 767s for a six-month test.

The EmPower system, developed by Olin Aerospace Company of Washington state, provides a power source directly at the seat via a standard interface cable, which allows passengers to operate and recharge while in the air.

Since each seat also contains a telephone, passengers can use the new facility to send and retrieve e-mail, although they need to provide their own connecting cables.

This news from Delta marks the latest move by airlines towards providing an office in the sky. Many US and Asian carriers offer

outgoing telephone services, and some take incoming calls as well. A few airlines also have on-board fax machines.

Within Europe it is difficult to find any telephone services at all. The 767 on which Delta is conducting its laptop test will be a guinea pig for another experiment later this year.

● Flights between the UK and South Africa are getting cheaper. Roger Bray writes. With Virgin Atlantic launching services in October, Dutch airline KLM has cut its lowest round-trip fare to Johannesburg via Amsterdam by more than 25 per cent to £139. KLM is also offering Cape Town for £253 for the same period, from September until the end of November.

Virgin's cheapest return fare at present is £720. The UK airline has been negotiating with South African operator Sun Air with an eye to providing connections to Durban and Cape Town.

Sun Air was formed as the national airline of former homeland Bophuthatswana. Appropriately – given Virgin's musical origins – its earlier name was Bop Air.

## SPORT / ARCHITECTURE

## Michael Thompson-Noel • Sport

## Has Nationwide got a pig in a poke?

**F**unny business, sports sponsorship. Some sponsorships, such as Carling lager's link with England's elite Premiership soccer division, resonate with common sense: Carling, slippers, hairy soccer stars, machismo, sex. Nothing could be simpler.

But try twinning Nationwide Building Society – the UK's second largest – with the English Football League, and see how long it takes to work out a rationale for Nationwide's three-year, £25m sponsorship of the league, which started at the weekend along with the league's new season.

The Premiership has 20 clubs, most of which are pretty valuable. Below them come the 72 clubs (in three divisions) of the Football League, many of which are seriously beleaguered. For some, extinction looms. So what persuaded Nationwide, an aggressive provider of home loans, to sponsor a soccer competition that has become a byword for financial struggle and strife?

There is an answer, but you need professional help to get it. Brian Davis, Nationwide's chief executive, says: "Nationwide is an

organisation with strong roots in the community, and we are always looking at ways of promoting awareness of the benefits we can offer and of further strengthening customer relationships."

Gordon McKeag, the league's president, makes the same claim. "The reach and geographical spread of both Nationwide and league football," says McKeag, "demonstrate that we have common interests deeply rooted in the fabric of local communities up and down the country. It would be difficult to imagine a more perfect marriage."

Nationwide has spent beefy sums on sports sponsorship before, primarily on athletics and hockey, but nothing as big as this. "The key rationale," said a spokesman, "is to help increase awareness of Nationwide as the largest building society committed to remaining a building society [owned by its customers]. I could think of three or four good sponsorship opportunities on this scale, but this was the one that was available."

At the league's HQ, there is cheer at the prospect of so much BSkyB TV money – £25m a season for five years

– coming into the league. BSkyB plans to screen more than 60 live league games per season.

But there is worry over players' earnings. "Overall – Premiership plus league – salary bills have grown by 80 per cent in four years," said a spokesman. "In the league alone: 63 per cent. How long that can be sustained is anyone's guess." There is even the chance of a players' strike over the distribution of TV income.

Yet the financial precariousness of league clubs can be over-dramatised. Many are extremely small operations in charmless catchment areas. They have one supreme skill: surviving as... extremely small operations in charmless catchment areas.

And there is always a chance that some new millionaire or big-name coach will throw in his lot with one of them. Terry Venables, former England coach and former Crystal Palace, Queens Park Rangers, Barcelona and Tottenham manager, has become the new supreme at first division Portsmouth, a club said to be losing £7,000 a day. Much of Venables' time is taken up with legal actions at present,

but if he stays at Portsmouth it could shoulder its way into the Premiership.

"I was told there are investors waiting to put money in," he said last week, "but that hasn't happened yet. They were probably waiting to see if I actually joined the club, and I hope things will really take off now."

Nationwide would like to see plenty of Venables-style stories this season. If not, it had better launch a lager.

■ Not unreasonably, Mire Sports, Britain's leading maker of footballs, has thrust itself into the limelight to claim part of the credit for the exciting play that has helped transform England's Premiership division into Europe's richest soccer competition.

At a cost said to exceed £2m, Mire has renewed its agreement to supply footballs to English Premiership clubs until 2000 – underlining, it says, the proven quality of its Ultimatch ball, which will be used this season by all Premiership clubs except Chelsea and Manchester United.

The Ultimatch retails in Britain at £50, and has helped earn Mire 60 per cent



Rx-England coach Terry Venables (centre) has now thrown his hand in with loss-making Portsmouth

or more of a UK market worth approximately £40m. (Its cheapest football costs £4.99). The Ultimatch is also the exclusive match ball of England's Football League and of America's Major League Soccer, as well as many top leagues and teams worldwide, from Europe to Australasia.

Mire has been based in Huddersfield since 1817 and is part of Pentland Group, the UK's largest sporting goods company. Other sports brands wholly or partially under Pentland's sway include Berghaus, Speedo, Kilmar, Fiskars and Lacoste.

Mire says the Ultimatch is a

fully aerodynamic, 26-panel ball that incorporates an exclusive soft-touch micro-fibre material. The ball's "revolutionary performance" and "absolutely true flight", it maintains, are "now acclaimed as a major contributor to the attractive football witnessed [in the Premiership] last season."

But hang on. The Ultimatch wasn't the match ball for Euro 96, was it? "No," says Mire. "That was Adidas."

And it isn't the official ball for the upcoming World Cup? "No," agrees Mire, "that's Adidas as well." So Mire, for all its venerability and technological prowess,

still has a bit of prestige and market share to go for? "Absolutely," says Mire.

■ Ivan Lendl used to try to destroy opponents. Now he is happy just to find his ball. As a tennis star, Lendl, 36, won eight grand slam titles, but had to retire two years ago with chronic back trouble. Now he is trying to hack along as a golfer, returning to his homeland last week to make his first start in a European Professional Golf Association tour event at the Czech Open in the spa town of Mariánské Lázně.

Lendl's handicap is two, and he averages 72.78 per round, though he admits he is not yet ready to become a PGA tour regular. "I take it as a success when I end up in the first third of the opening round," he says.

The sponsor of the Czech Open – the Prague-based chemical conglomerate Chemopool – gave Lendl a wild-card entry, and tournament adverts across the country featured Lendl exclusively. "My goal is to get to the level where I would never have to look for a ball," said the former tennis terror. As it happened, he scored quite dreadfully.

enough to have had their gardens made by him, and by the public who visit the Kennedy memorial at Runnymede and the 25 acres of the Moody historical gardens at Galveston in Texas.

His pioneering study on the Italian gardens of the Renaissance established the importance of linking architecture and landscape. He understood the importance of the spirit of place, the *genius loci*, and made it accessible. He was able to modify motorways, enhance power stations and reduce the impact of industry on the delicate English landscape.

Both these pioneers helped civilise the century. They should not be forgotten.

## Colin Amery • Architecture

## A mission to civilise the century

**T**he last few weeks have seen the deaths of two of the longest lived and, in their way, most influential modern designers in Britain. Sir Geoffrey Jellicoe, who was 95, was the most significant landscape architect of his time. He spanned the century and was working to the end of his life. And Dame Jane Drew, who was 85, created, with her second husband, Maxwell Fry, a firm that had enormous influence.

Jane Drew made the world safe for women architects, and Geoffrey Jellicoe created the profession of landscape architecture. They belonged to that immediate post-war world in which archi-

itects believed they had a divine mission to change the world.

In the 1930s Drew was a member of the Modern Architecture Research Group, an assembly of architects, artists and industrialists with a mission. Drew later wrote: "We were terribly arrogant, we thought we could plan the world, certainly plan a new basis for life."

They contributed to the image of the all-conquering architect,

which has been a blessing and a curse. But their achievements are so large they outweigh the arrogance.

It takes fantastic energy to create a new city in India, new towns in Britain and important new landscapes in Britain and the US.

Chandigarh, the capital city of the Punjab, occupied Jane Drew and her husband from 1951. She worked closely with its creator,

Le Corbusier, and with the Indian authorities, particularly Pandit Nehru, encouraging him to recruit young Indian architects. Nehru wanted the new capital to be "symbolic of the freedom of India unfettered by the traditions of the past."

That was wishful thinking. The end result is very much an imposed western vision, but Drew modified the most extreme elements of Le Corbusier's

designs. Her own buildings at Chandigarh are simple, modest and deferential to the climate. She built government and private housing, health centres and schools. Prototypes of the houses were lived in by the inhabitants before being built. That early form of public consultation was not, alas, continued in the UK.

Most of Drew's work was in the newly independent British Commonwealth countries, espe-

cially in west Africa and Ceylon. She established the School of Tropical Architecture in London at the Architectural Association, which became an important seed-bed for the nurturing of modernism for the new world. She will be remembered in the UK for her buildings for the Institute of Contemporary Arts and the Open University.

Jellicoe's influence will be remembered by those fortunate



## ARTS

## LONDON

On Wednesday Shakespeare's Globe (below) finally opens on Bankside. A short prologue season of *The Two Gentlemen of Verona* runs until September 15, with the Globe's artistic director Mark Rylance (left) in the role of Proteus. The aim is to present the works as authentically as possible. Admission for the groundlings is £5.

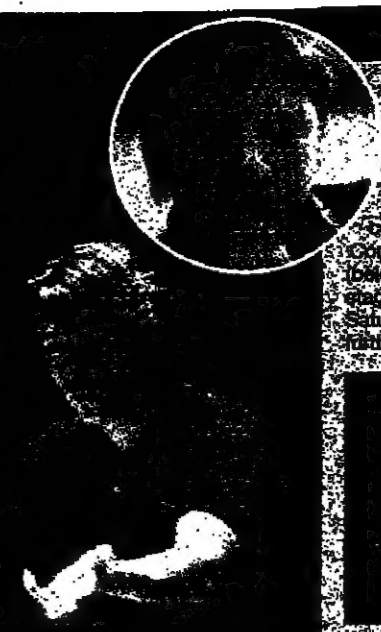


## EDINBURGH

The main theatre highlight this week at the Edinburgh Festival will be Carlos Saura's *L'opéra de la mort* (The Splendid Shame of the Dead Body Dances), a work performed in Catalan by an artist who has been compared to Pedro Almodóvar. It opens at the King's Theatre on Friday. James MacMillan's (left) first full-length stage work, *Ines de Castro*, is premiered by Scottish Opera at the Edinburgh Festival Theatre, also on Friday. MacMillan's libretto is based on a play by John Galford, telling a story of love, politics, murder and revenge in 14th century Portugal. Helen Field heads the cast in a staging conducted by Richard Armstrong.

## HELSINKI

The 1996 Helsinki Festival will open with the world premiere of a new opera by Esa-Pekka Salonen and Esa-Pekka Salonen. The festival will also include a number of other works, including a new opera by Esa-Pekka Salonen and Esa-Pekka Salonen. The festival will also include a number of other works, including a new opera by Esa-Pekka Salonen and Esa-Pekka Salonen.



By the end of summer, just as Michael Jackson sweeps into view for his first Prague concert, the Czech Republic will have its first megastore devoted to entertainment. To western eyes it represents a small step down the road to consumerism. But in Prague - where pop culture was frowned on until seven years ago - the opening of Bontonland marks the coming-of-age of an independent electronic entertainment industry.

Situated on a prime site in Wenceslas Square, Bontonland will sell compact discs, videos, electronics, food and drink. It is the latest chapter in the success story of Bonton, a Czech company which has profited from the post-communist vacuum in home-grown music and entertainment. In the six and a half years since the Velvet Revolution, Bonton has developed from a four-man band into a conglomerate of 15 companies embracing radio, film and music. Its turnover in 1995 was Kcs700m (£18m), a figure which will nearly double in the current year.

Like other commercial ventures in newly-democratised eastern Europe, Bonton paid bargain prices for assets bequeathed by communism - notably the back catalogue of the former state record company, Supraphon. But unlike numerous counterparts elsewhere, it never sold out to foreign control in the post-revolutionary scramble for investment and growth. Only 27 per cent of its shares are owned by foreign institutions. As such, Bonton is an all-too-rare case-study in how to thrive and maintain independence in the transition from communism to capitalism.

Bonton is the brainchild of Martin Kratochvil, a jazz musician who studied in the US after the 1968 Soviet invasion of Czechoslovakia. On his return in the late 1970s, Kratochvil founded a recording studio, initially to produce his own music for film and television; the authorities turned a blind eye because they thought jazz, unlike rock and roll, was not dangerous. When Czech communism collapsed, Kratochvil had a commercial edge over his competitors. Not only did he own ready-to-release master tapes, he was also a friend of Václav Havel, leading dissident and future president. Bonton's first recording was of Havel reading his protest play *Assassins*. People queued to buy it, and sales reached 100,000.

Six months later, when the Rolling Stones visited Prague, Bonton negotiated a licensing deal for their *Steel Wheels* album. Although it sold at three times the price of other records, there was no shortage of buyers. Cash in hand, Kratochvil and brother-in-law Michael Kocáb dived into other investments. Teaching English on cassette was followed by *Tank Battalion*, the first privately-produced film in the former Soviet bloc.



Martin Kratochvil: the brainchild behind Bonton who snapped up the former state record company Supraphon and its priceless archives

## Boom-time for Bonton

Andrew Clark reports on a Czech success story in the electronic entertainments business

The timing was perfect. Based on a popular anti-communist novel by the dissident Czech writer Josef Skvorecky, the film was an instant box-office hit. Worldwide rights for Bonton's second movie were snapped up by Columbia Tristar. Kratochvil used the profits to found Prague's first commercial radio station, and from there it was but a short step to video. Bonton now controls 42 per cent of film distribution in the Czech Republic.

Its latest success is the country's first cinema complex, Galaxie, with 10 screens, plus restaurants and other facilities. It snatched a third of Prague's cinema business within weeks. Clinging a 50 per cent slump in cinema admissions since the revolution, Kratochvil sees the Galaxie concept as a marketing tool to drive the Czech cinema industry out of depression.

But the jewel in Bonton's crown is Supraphon. Under communist rule, Supraphon had a virtual monopoly on record production, music publishing and retail outlets. It was a slow-moving bureaucracy which followed the Party line. But thanks to Jaroslav Seda, artistic director

between 1963 and 1978, Supraphon built an archive of recordings of music by Czech and Slovak composers, at a time when standards in Czech musical life were at an all-time high.

In 1990, deprived of state financial support in the new free-market world, Supraphon collapsed. Havel and other luminaries were anxious that such a valuable national resource should remain in Czech hands. When Bonton took majority control in 1993, it inherited Kcs180m of debt and a legal headache: most of Supraphon's 142 shops were the subject of property restitution claims, and Bonton ended up with 23. But it also inherited 70,000 master tapes - a treasury of Czech music from the baroque era to the present.

After divesting its publishing and retail arms, and handing over its pop interests to Bonton Music, the reconstituted Supraphon set to work on the archives. Its recordings sell for less than foreign imports, making them particularly attractive for tourists. And with improved marketing and distribution, exports now account for 25 per cent of sales. Supraphon has also returned to

its traditional role as a record producer - partly to showcase up-and-coming Czech artists, partly to provide a continuous archive for posterity, and partly to plug important gaps, such as music by Schubert and Fichth. This, rather than Mozart and Beethoven, is where Supraphon finds its niche.

Bonton's priority is to make money - and given the international slump in sales of new classical recordings, Supraphon's profitability lies in its back catalogue. Re-issuing a vintage Janáček opera on CD, in good stereo sound from the 1960s, costs 10 per cent of the cost of a new set. Supraphon's 1996 budget for new recordings amounts to a mere Kcs8m (£200,000) - of which nearly half comes from commercial sponsors.

With Supraphon now established in the Bonton stable, television is the only electronic entertainment market which Kratochvil has yet to crack. But the question remains: why has he succeeded where thousands of other entrepreneurs have gone boom-and-bust? Kratochvil, 50, had the advantage of being first off the mark in a small, well-contained market. Having friends like Havel was a help, and he pays tribute to the way the Czech privatisation programme was implemented: "It was clear-cut, with no conditions attached - unlike other east European countries, where there have been attempts by the state to keep an influence in companies after the sale."

Kratochvil was wise enough to recognise his own commercial inexperience. After the initial boom, he brought in American business graduate Mick Hawk, who installed the necessary financial disciplines. But he recognised that Bonton had to take risks to profit from the vast opportunities in the newly-privatised Czech market-place. "We poured all our money into *Tank Battalion*," recalls Hawk. "It had to be a success. And from that came all the other ventures."

Supraphon was another huge risk: before the purchase, Hawk had little idea of its assets and liabilities, and many observers predicted it would drag Bonton into bankruptcy. But two months

after paying Kcs15m for Supraphon, Hawk sold the Japanese distribution rights to Nippon Columbia for nearly five times that amount, in what he calls "the deal of the century. We grew so quickly, but the growth was fuelled by cash flow. We've also tried to play the Czech card as strongly as possible, because that's where our advantage lies. In every field, our only competitors are foreigners."

By the end of 1994, Bonton was ready to widen its financial base, raising \$5.5m in a private share placement which saw the value of the original shares jump from \$200 to \$250,000. The company has yet to pay a dividend, but it hopes to go public next year.

Hawk says the key to Bonton's success is its focus on entertainment. "There have been endless possibilities for investment these past six years, and Martin [Kratochvil] would have loved to try them all. But too many companies in eastern Europe have gone out of business because they went crazy, expanding into areas they couldn't manage. They lost their focus. We have stuck to what we know, and it's been a great ride."

## Edinburgh 96 Recitals to be compared

Two bass-baritones sang Edinburgh recitals last week: Bryn Terfel, the Welshman and toast of the whole operatic world, to a packed Usher Hall on Thursday night, and the veteran Finn Tom Krause to the no less packed - but much smaller - Queen's Hall the next morning. They even sang two of the same Schubert songs. Much to enjoy in each recital; much to think about in the comparison.

Terfel is in magnificent young voice. One might say in his prime, but that would be to pre-empt judgment about the next decade or two. He is so remarkable a performer and artist that he may astonish us with new levels of maturity. His natural ebullience and buoyancy remind me of nobody so much as the Krause of 30 years ago. Now, Krause at 62 is a dignified, warmly engaging artist with reduced vocal means (he pleaded a slight throat infection, but the voice has been audibly ageing for some time).

Nonetheless at the end, like Terfel with his lusty Vaughan Williams songs, Krause rose to commanding power - as much interpretative authority as force - with Mussorgsky's *Songs and Dances of Death*. Earlier his Schubert songs had been beautifully sketched (though one had to play join-the-dots a bit), his Strauss ones genuinely moving. His Sibelius group naturally easy and heartfelt. His marked Finnish accent in German is appealingly down to earth.

Terfel's display was triumphant, even triumphantist. He played with the audience, praised the hall, sang a Welsh encore to the audience seated behind and above him on the stage. He applied all his operatic resources to his Schubert *Lieder*. Only a performer with his supercharged charisma could have got away with acting out "Die Forelle" so elaborately; but he did impersonate the first-person singers of "Rastlose Liebe" and "Ganymed", too, which struck me as both original and vividly apt.

He misjudged how far his dramatic pianissimo would penetrate (in fact it was barely audible in row Q). His German is excellent; in French - he characterised Terfel's Don Quixote songs with great imagination - he sings nasal "on's" exactly like "an's", which needs correcting before he finds himself making unfortunate puns. Terfel's superb diction is almost an unnecessary bonus, but he might as well get it completely right.

David Murray

## INTERNATIONAL ARTS GUIDE

### AMSTERDAM

**CONCERT**  
Concertgebouw Tel: 31-20-5730573  
● Amsterdamse Bach Solisten: with conductor Marc Minkowski and flautist Marike Schneemann perform J.S. Bach's Suite for Orchestra Nos. 1, 2, 3 and 4; 8.15pm; Aug 20  
● Noordhollands Philharmonisch Orkest: with conductor David Porcelijn and pianist Enrico Pace perform works by Schumann, Saint-Saëns, Andriessen and Schubert; 8.15pm; Aug 23

### BERLIN

**EXHIBITION**  
Alte Museum Tel: 49-30-6901332  
● Love Corinth: retrospective exhibition devoted to Lovis Corinth, one of the leaders of German Impressionism. The display includes nearly 150 paintings, about 60 drawings and watercolours, as well as a selection of prints. After Munich

the exhibition travels to St Louis and London; to Oct 13

### BOSTON

**EXHIBITION**  
Museum of Fine Arts Tel: 1-617-267-9300  
● Gauguin and the School of Pont-Aven: this exhibition features 80 oil paintings, 30 works on paper and four sculptures, including works by Gauguin, Bernard and 18 other artists associated with Gauguin's presence in Brittany; to Sep 15

### BREGENZ

**OPERA**  
Bregenzer Festspiele - Festspiel und Kongresshaus Tel: 43-5574-4920  
● Fidelio: by Beethoven. Performed by the Wiener Symphoniker, the Sofia Chamber Choir, the Choir of the Russian Academy Moscow and the Bregenzer Festspielchor. Soloists include Susan Anthony, Mariette Kemmer, Adina Nitescu, Wolfgang Fassler, Walter Fink, Jürgen Freier, Sergej Leiferkus and Alan Titus. Part of the Bregenzer Festspiele; 9pm; Aug 20, 21, 22

### CHICAGO

**MUSICAL**  
Candlelight Dinner Playhouse Tel: 1-708-496-3000  
● Seven Brides for Seven Brothers: by Kasha & Landay. Directed by David Perkovich and performed by the Candlelight Dinner Playhouse. The cast includes Kathy Voytko and Robert

Gallagher; Wed 2pm & 8.15pm, Thu, Fri 8.15pm, Sat 4.15pm & 8.30pm, Sun 2.25pm & 7.30pm; to Oct 20 (Not Mon)

### COLOGNE

**EXHIBITION**  
Römisch-Germanisches Museum Tel: 49-221-2214438  
● Tu Felix Agrippina: this exhibition features images of the emperors of the family of the Roman Emperor Augustus. Among them is Agrippina, who founded the city of Cologne. Exhibition on the occasion of the 50th anniversary of the Römisch-Germanisches Museum; to Oct 27

### EDINBURGH

**OPERA**  
Edinburgh Festival Theatre Tel: 44-131-5296000  
● Ines de Castro: by James MacMillan, after the play Ines de Castro by John Galford. World premiere, conducted by Richard Armstrong and performed by the Scottish Opera. Soloists include Helen Field, Elizabeth Byrnes, Jeffrey Lawton and Stafford Dean. Part of the Edinburgh International Festival; 7.15pm; Aug 23, 25

### HAMBURG

**CONCERT**  
Musiktheater Hamburg Tel: 49-40-346920  
● Symphonischen Nacht: the Hamburger Symphoniker, conducted by Plácido Domingo, perform overtures and

intermezzos. Part of the Hamburger Opernwoche; 8pm; Aug 21

### EXHIBITION

Kunststiftung Tel: 49-40-24882612  
● Zeichnungen I: exhibition of 75 19th century French watercolours and drawings from the collection of the Budapest Museum of Fine Arts, including works by Delacroix, Corot, Manet, Cézanne, Rodin and Toulouse-Lautrec. Also included in the exhibition are some 65 drawings from Swiss private collections and from the collection of the Berner Museum, featuring works by Ingres and others; to Sep 8

### LONDON

**EXHIBITION**  
National Gallery Tel: 44-171-7472885  
● Degas: Beyond Impressionism: this exhibition features the late work of Edgar Degas. Degas achieved fame with his pictures of the ballet and the racecourse, but he continued to work long after this period, often experimenting with new techniques and subjects; to Aug 26  
● Tate Gallery Tel: 44-171-8878000  
● Mountain Gloom, Mountain Glory: this exhibition celebrates the enduring enthusiasm for mountain scenery felt by J.M.W. Turner and other British artists. Selected from both the Turner Bequest and the Tate collection, this display of watercolours shows the changing role played by mountain landscape in the art

of the mid-18th to late 19th centuries; to Oct 6  
**THEATRE**  
Barbican Theatre Tel: 44-171-6384141  
● Richard III: by Shakespeare. Directed by Steven Pimlott and performed by the Royal Shakespeare Company. The cast includes David Thewlis; 7.15pm; Aug 21, 22

### MADRID

**EXHIBITION**  
Palacio de Velázquez Tel: 34-1-573-62-45  
● Cindy Sherman: exhibition of about 70 photographs featuring examples of the "Untitled Film Stills" of 1977-1980 which brought Sherman international recognition. Also on show are works from her most extreme photo-series "Disguised Pictures" (1986-1988), "Sex pictures" (1982) and "Horror Pictures" (1995), the most recent of which have not been exhibited; to Sep 22

### NEW YORK

**CONCERT**  
Avery Fisher Hall Tel: 1-212-875-5030  
● Claudio Venuti: with conductor Claudio Venuti and soprano June Anderson perform works by Boccherini, Vivaldi and Albinoni. Part of the Mostly Mozart Festival; 8pm; Aug 20  
**EXHIBITION**  
The Metropolitan Museum of Art Tel: 1-212-878-5500  
● Toulouse-Lautrec: exhibition of more than 100 works by

Toulouse-Lautrec, all drawn from the museum's holdings of the artist's work. The display features portraits and figure studies in oil and gouache, ink and colour chalk drawings of animals and circus subjects, and the famed posters and prints Lautrec made to publicise Parisian performers and nightspots, including the Moulin-Rouge; to Sep 15

### PARIS

**EXHIBITION**  
Centre Georges Pompidou Tel: 33-1-44 78 12 33  
● Dessins contemporains du Musée de Bâle: this exhibition shows a collection of contemporary drawings, collected by Dieter Koepplin, the curator of the Kunstmuseum Basel; to Sep 30

### VIENNA

**EXHIBITION**  
Museum für Angewandte Kunst Tel: 43-1-71136  
● Light Materials. Textiles from the Biedermeier Period 1800-1850: exhibition featuring Biedermeier textiles from the holdings of the Museum für Angewandte Kunst. Also on display are engravings and drawings of fashion designs; to Jan 12

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CNBC:

08.30

Squawk Box

10.00

European Money Wheel

18.00

Financial Times Business Tonight



## COMMENT &amp; ANALYSIS

Michael Prowse • America

## Supply-side revival

The US and other countries could benefit from a return to the tax-cutting philosophy of the 1980s

Mr Jack Kemp's presence on the Republican presidential ticket has revived interest in "supply-side" economics – the tax-cutting creed of the Reagan era. He gained fame in the late 1970s as one of the congressional sponsors of legislation proposing a 30 per cent cut in tax rates over three years. The revolutionary plan was the inspiration for President Ronald Reagan's sweeping tax cuts of 1981.

Critics tend to dismiss the supply-side episode as a disastrous exercise in wishful thinking. History, they say, has entirely refuted the optimistic claims of the gurus who influenced Mr Kemp, such as economist Arthur Laffer and journalist Jude Wanniski. Tax cuts did not pay for themselves. They produced record budget deficits, lowered the savings rate and undermined the living standards of future generations. The last thing anybody needs is a replay of the 1980s.

Such a caricature is somewhat unfair. For all its occasional hyperbole, the school deserves enormous credit for stimulating a global rejection of confiscatory rates of taxation. Recall that when Prof Laffer drew his famous curve on a napkin in a Washington restaurant in the mid-1970s, the US had a top income tax rate of 70 per cent.

tax rates beyond that critical point would reduce revenue. For some income groups, he argued, the US had reached this zone of diminishing returns.

He was right. In the 1980s the share of taxes paid by the wealthy did indeed rise as the top rate declined. Critics respond that this happened only because the incomes of the rich rose even faster than the tax rate fell. Of course, but incomes would not have risen so rapidly but for the tax cut. The basic insight of the supply-siders – that human behaviour changes in response to tax rates – was correct.

It was not just that top earners worked harder and longer – the kind of effect that had been emphasised in the 1970s. Equally important, they exposed more income to taxation: for example with a top rate of 70 per cent, many people took untaxed fringe benefits in lieu of salary. When the top rate fell to 28 per cent in 1986, they took cash instead.

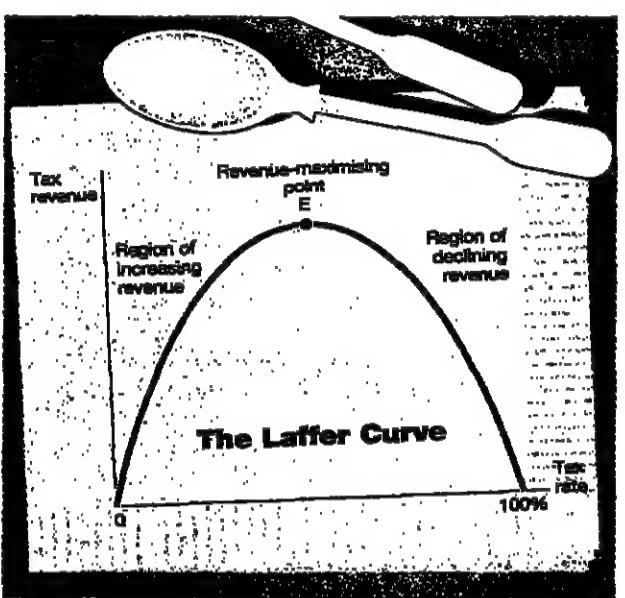
The surge in the reported income of the wealthy was thus in part illusory; much of the income existed all along but previously had not been taxable. Thanks to policies advocated by supply-siders, economists now know that the revenue-maximising tax rate is 40-50 per cent. Mr Reagan's broad tax cut in 1981 did not pay for itself because many people were already paying tax at lower rates. But its impact on deficits was smaller than critics have alleged, as Mr Lawrence Lindsey, now a Federal Reserve governor, ably showed in *The Growth Experiment* (Basic Books, New York 1990), an analysis of the supply-side record.

Mr Lindsey found that supply-side "feedback" effects reduced the direct revenue loss from tax cuts by about a third – slightly more than assumed in the modest Dole-Kemp tax plan. Tax cuts accounted for only about 30 per cent of the increase in the deficit between 1980 and 1983 (the year the US deficit peaked). The rest was higher spending – and not just on Mr Reagan's military build-up.

Should supply-siders be blamed for the deficits that eroded faith in their policies? Arguably not. Had Republicans controlled the House of Representatives (as they almost certainly will, should Mr Dole be elected), they would have insisted on curbs in social spending to offset tax cuts and higher defence spending. But as it was, deficits were the price Mr Reagan had to pay for achieving his other goals.

And they no longer look so terrible by the standards of other countries. According to the OECD, the US general government deficit (which includes all tiers of government) peaked at just over 4 per cent of GDP. That is comparable to recent deficits in Japan and Germany and far lower than those in France and the UK, which peaked at 6.1 per cent and 7.8 per cent of GDP respectively. And deficits that partly reflect low taxes are surely preferable to those that reflect permanent mass unemployment.

But since US tax rates (even after the Clinton increases) are now at or below the revenue-maximising level, is Mr Kemp needed? Yes: the goal of government should not be to soak taxpayers to the greatest degree possible. Today's top tax rates of 40 per cent (excluding state and local taxes) distort economic decisions and impose significant efficiency losses. Even if Mr Dole's 15 per cent cut were implemented, marginal rates would still be higher than in the late 1980s. The work of supply-siders is far from done.



## Symbol of UK's paradoxical attitude to the European Union

From Mr David Vigar.  
Sir, The Foreign Affairs Select Committee report on Europe ("Isolated EU position forecast", August 15) neatly symbolises Britain's paradoxical attitude to the European Union.

On one hand it warns against isolation; on the other it defends the policies that lead to it. The position is logically and politically unsustainable. Neither MPs nor government can go on doing the splits for much longer.

The other EU nations are determined to take joint action in a number of new areas and to increase the number of decisions taken by majority vote. Either Britain negotiates seriously on these issues or she moves away from full membership into something like associate member status.

But before we consign ourselves to the second division we should consider whether the proposals are as flimsy as they are assumed to be – and whether we might not

actually benefit from participating and helping to shape the outcomes.

For example, because he objected to the European Court's role, Michael Howard delayed the full operation of Europol, an agency set up to catch drug smugglers and illegal immigrants. It appears we would rather be soft on crime than soft on Europe. The idea of an EU-wide immigration policy is presented as the work of the devil and yet it could well mean a properly policed external border and a tough set of commonly agreed rules. Given Germany's recent record on immigration, an EU approach could actually mean being tougher.

As for majority voting, without it UK firms would not now have access to European markets. Mrs Thatcher knew that when she voted to remove national vetoes on the single market. The anti-fraud programme that Britain is promoting will have a much tougher pas-

sage if individual countries can throw roadblocks in its path. Enlargement of the EU will be stymied if Portugal or Greece can block attempts to reform the qualifying criteria for aid from the EU budget. Otherwise, the choice will be between giving the new members some £39bn out of western pockets or denying them membership altogether.

Serious issues demand serious attention. Britain will never get the best out of EU membership if every new proposal to share decision-making and pool resources has the same effect as a mouse on a pantomime dame. If the UK is to share in the benefits that the other EU nations are determined to secure, she must develop a policy rather than a posture.

David Vigar,  
director of communications,  
European Movement - UK,  
Dean Bradley House,  
52 Horseferry Road,  
London SW1P 2AF, UK

## Confusion over new EU rules on guest beers in pubs

From Mr Iain R. Lee.  
Sir, Dr Peter Dixon's assertion (Letters, August 12) that the European Commission has suggested new rules that would allow guest beers in pubs to continue to be reserved for small breweries is news to us.

The Commission has yet to make public what its alternative definition of a guest beer is. Currently, any cask conditioned beer produced by any brewery anywhere in the world qualifies as a guest beer, be it Drax's Whisky, Woodford's Whisky (Canada's Champion Beer of Britain 1996), or a Kellerbier from Germany.

If Dr Dixon is saying that now a guest beer can only come from a brewery which produces less than a certain amount of beer, I would be fascinated to learn how he thinks such a system can work.

Will the European Commission be setting up an inquiry service so that eligible tenants, fewer than 6,000, will be able to phone up and check on the annual production of a brewery they may be thinking of stocking? There are almost 1,200 breweries in Germany. Can Dr Dixon tell me which ones would qualify under these new guest beer regulations?

The UK beer market is the most open in Europe. Only in the UK do we have a guest beer regulation. In Greece, Belgium or France if you are tied, whether by property tie, loan or distribution agreement to a major brewery you are not entitled to a guest beer. More than 200 foreign beer brands are imported into the UK, more than for any other EU country.

We await the actual wording of the proposals from the Commission.

Iain R. Lee,  
research manager,  
Camra,  
230 Hatfield Road,  
St Albans AL1 4LW, UK

## Executives in law firms

From Mr Paul Millett.  
Sir, I think you will find that the trend for appointing non-lawyers to non-executive positions within law firms has been evident for some time (People: Solicitors pick non-lawyer, August 15).

John Jackson was appointed our chairman in April 1992. I believe it was the first appointment of its kind. Among his several public company directorships he is chairman of Ladbroke. John chairs all our partnership and management board meetings. His office is in our building so we have ready access to him.

We would recommend that any commercial law firm of significant size considers such an outside appointment. John's experience has been helpful in bringing a businessman's perspective to our practice of the law.

Paul Millett,  
partner,  
Mishcon de Reya,  
21 Southampton Row,  
London WC1B 5BS, UK

## National Grid

From A. M. Ruston.  
Sir, Is it coincidence that the regulator has published his new proposals for the National Grid ("Watchdog outrages National Grid", August 14), long after the original owners have unloaded their shares on to the unsuspecting public?

I foresee another group of "siders".

A. M. Ruston,  
83 Riverside Gardens,  
Romsey,  
Hampshire SO51 8EN, UK

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## At a clogged crossroads

ON THE BEATEN TRACK  
It was not quite what the London Tourist Board wanted – to hear London West End area was "repellent"; it was "filthy". If you avoided treading on a sleeping vagrant you were likely to slip on beer dregs or worse.

The disenchanted observer speaking his mind recently was Trevor Nunn, one of the UK's leading theatre directors. He was no more flattering about the dramatic output of the theatres that spread out from the city's focal point, Piccadilly Circus, describing it as "pusillanimous" and "superficial".

For the tourist board this was a particular blow to the heart. It cannot promote London for its weather or its charm. Instead it promotes its culture, especially its historic monuments and museums, and its theatres. One in three of the record 11.5m tickets sold in the West End last year went to a foreign visitor, and another third to UK tourists.

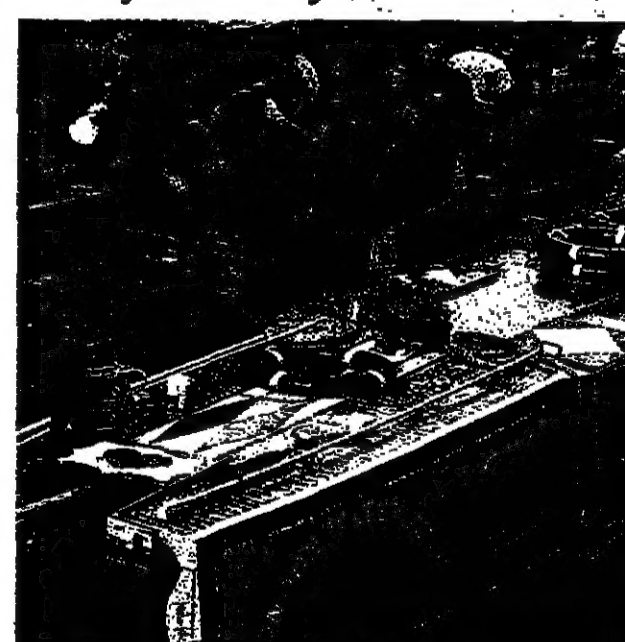
Fortunately the board can afford to brush off Trevor Nunn's attack. Last year a record 23.6m visitors came to London, more than 13m of them from overseas. This was an appreciable increase over the 20.1m in 1994. This year is looking even busier, with more than 28m tourists anticipated, pumping £5bn into the capital's economy.

The London Tourist Board wants more, but there are already signs that the pressure of tourists, at least at certain times of the year and in certain locations, is causing strain and stress. Trevor Nunn's outburst was just an expression of the feeling that London is becoming clogged.

Mr Neil MacGregor, the director of the National Gallery, whose Trafalgar Square building is hemmed in by tourists spilling over its narrow exterior pavement, speaks for many. "It is not the number of tourists. By tiny adaptations we can cope with more visitors. It is the lack of a transport policy for London: a public space policy for London, that causes the problems."

London is notorious for being a world capital without a mayor. The absence of a powerful figure to represent, and oversee, the whole

London is feeling the crush of record numbers of tourists, says Antony Thorncroft



Trading upmarket: bargain-hunters at Camden Lock

city creates a feeling of malaise, of irresponsibility. London faces a crossroads: some modest changes would make life more enjoyable for the current and future visitors and enable more to be happily absorbed.

Modest changes are under way. The National Gallery processes 4.6m visitors a year by opening later on Wednesday evenings and earlier on Sundays. But this hardly improves its immediate environment. It is supporting with enthusiasm plans from Westminster Council, backed by English Heritage, for a pedestrianised area between the gallery and Trafalgar Square. There are also ambitions to pedestrianise Parliament Square, which fronts the House of Parliament and Westminster Abbey.

But pedestrianised areas can create their own problems. One of the insoluble ironies of tourism is that improving the environment attracts more visitors. Nearby Leicester Square has been smartened up in recent years, with the result that it has become a *passeo* for London. The crowds attract street entertainers and traders, who attract petty

criminals. An area can go from happy throng to claustrophobic mess quite quickly.

If London suddenly seems overcrowded it is a tribute to its recent ability to push up visitor numbers. It is particularly appealing to younger tourists. There has been a pronounced loosening of controls by the authorities: more bars and clubs have late-night drinking licences. Warm summers have created a café society.

London has become a haven for the gay community. For the first time since the 1960s London is hip. This has turned Soho at the weekends into one big party – with the consequence of unsightly rubbish strewn across the district by Sunday mornings.

Leicester Square and Soho can just about cope. Further north in Camden the strains are showing. Camden Town has become the greatest magnet in London for the young, attracting 10m visitors a year who cram into a short half-mile stretch of street from Camden station to Camden Lock to buy cheap clothes and ethnic curiosities.

Camden, which has just appointed its first tourism

director, has realised it is breeding a monster. The hope is that the traders will go slightly up-market, attracting fewer but freer-spending tourists.

Like other London boroughs it does not want to frighten away tourists. It wants to spread them around the year, and direct them to more sedate sites, such as Kenwood House and the Sir John Soane Museum. London is rich in overlooked treasures – the Wallace Collection, Kensington Palace, Ham House, the Courtauld Institute – but tourists, with their cramped schedules, have an annoying habit of hunting in packs.

The problem of inadequate facilities to cope with increased numbers is particularly acute at the Tower of London, the capital's main heritage site, with 2.5m visitors a year and rising. "Squalid" and "sewer-like" are not Trevor Nunn's description of the environs of the Tower but those of its governor.

However, a £50m development project involving the Tower, local Tower Hamlets council, and private developers, is in train, which aims to smarten the landscape, improve access and fill the moat with water. Its achievement – like the plans for Trafalgar Square and Parliament Square: like the British Museum's scheme to improve the flow of its 6m visitors with the creation of a new Great Court: like the Tate Gallery's development of London's first museum of 20th century art on a revitalised Bankside, south of the Thames – depends on lottery funding.

London may lack the political will to improve its facilities and environment but, thanks to the lottery, it has the cash.

There is, however, one London tourist attraction which is quite happy with crowds. Madame Tussauds is the main paying tourist attraction in London, with 2.7m visitors in 1995, 70 per cent of them from overseas.

They actually like to queue: anything less than an hour's wait cheats them of a battle honour to impress friends back home.

This is the fourth in a series on places changed by mass tourism.



## FINANCIAL TIMES

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Monday August 19 1996

## Missed chance in Indonesia

When President Suharto of Indonesia delivered his state of the nation speech last week, he had a chance to address the critical issues currently facing his country. Jakarta has just seen its worst political violence in 20 years. There is also growing concern about the health of the 75-year-old president after 30 years in office, and the lack of an obvious successor to take over in the event of his demise.

The disturbances have unsettled foreign investors, on whose goodwill the country's prosperity depends. While the economy continues to expand at a rapid rate - by 8 per cent last year - there is a danger of overheating. The current account deficit is 3.3 per cent of GDP; foreign debt is more than \$100bn. It needs a steady inflow of foreign capital to finance that borrowing, not a crisis of political confidence.

Yet in his speech, Mr Suharto failed to produce any reassuring answers. On the political front, he flatly rejected calls for democratic reform. There was no case for the creation of new political forces, he said. The present three-party system, in which the ruling party faces two token opposition parties, was perfectly adequate. He simply dismissed the international anxiety by saying: "Political and economic stability have been restored."

**Political crisis**  
Few would agree. Indeed, many observers would argue that Mr Suharto himself precipitated the latest political crisis, by engineering the dismissal of Ms Megawati Sukarnoputri as leader of one of the official opposition parties. Until that moment, she scarcely represented a serious threat. Now this matriarchal and uncharismatic daughter of Sukarno, the country's first post-independence leader, has suddenly changed from being the leader of a puppet party to become a symbol of resistance.

Indonesia's stability and prosperity matter. This is the fourth most populous nation in the world and an important destination for foreign investment.

there was an inflow of some \$4.5bn in 1995. President Suharto has not only held together an extraordinary mixture of tribes and religions as a single nation. He has also presided over an economic transformation which has seen one of the poorest nations of Asia increase its per capita income ninefold since 1970, graduating almost to middle income status. The president's problem now is in coming to terms with the consequences of that growing prosperity. On the one hand, it has created a middle class with growing aspirations for greater democracy. On the other, it has made the social divide more acute, as the former rural poor migrate to the cities, to become urban poor. An estimated 2.1m people join the labour force each year, and few find jobs.

### Business empire

The middle classes, and Mr Suharto's vital allies in the military, not to mention foreign investors, are expressing growing resentment at the spread of his family's business empire. The tax concessions awarded to his son Hutomo Mandala Putra earlier this year, to develop a cheap "national car", were merely the latest example. That could become another factor in discouraging foreign investors, as it did in the dying days of the Marcos regime in the neighbouring Philippines.

If political confidence is to be restored, Mr Suharto needs to decide if he will run again as president in 1998. If he does not, he should begin a transparent process of selecting a successor, who must be acceptable to the military, in particular. He should also open a dialogue with the proliferation of non-governmental organisations calling for more democracy. These are respectable groups, not communist agitators. They should not be arrested.

Finally, if corruption is not to undermine the economic system, he must start to build an independent judiciary, which might restrain the worst excesses. That could be the most important reform of all.

## Watchdogs learn to bite

This summer the regulators of all the large UK utilities have been baring their teeth, growling, and showing a surprising turn of speed as they try to shepherd their charges towards the market. Not surprising, the companies dislike being herded in this direction. They show this in different ways: by trying to charge excessive prices for common services such as gas pipelines or the electricity grid, by setting obstructive conditions for new entrants, by exploiting the customer base to freeze out competitors or by failing to invest in systems to create a market.

Therefore the regulators have become much more interventionist and have taken wider powers than was envisaged when British Telecom was privatised 12 years ago. It was then hoped that the watchdogs would emerge from their kennels every five years to set price targets and bark infrequently between reviews.

Light regulation, it was argued, would motivate utilities to seek profits from greater efficiency. But, partly because of public pressures, the regulators were never so docile. Now it is clear that the laws under which they were established were deeply flawed, for two reasons. First, the extent to which competition might help to curb prices and profits was grossly underestimated. British Gas, for example, was expected to continue as a benign private monopoly, serving the public interest as it had done before.

### Detailed scrutiny

The second error was to believe that in setting prices regulators would be freed from that detailed scrutiny of the industry which US utility regulators find necessary in order to control profits. However, as recent reviews in the gas and water industries have shown, regulators cannot decide a price target without a close assessment of the monopoly's capital structure, its investment strategy, cost of capital and desired return. These are just the topics which cause dissension and lawsuits in the US. In the UK, there

is now a danger that regulators will take divergent views, particularly on the important subject of valuing assets.

Regulators need to be confident that the prices they set will allow the utilities to make fair but not excessive profits; if profits turn out to be too high, the whole process may be threatened by public outcry and political interference. So to maintain public support, regulators need, not only a detailed knowledge of the industry and constant vigilance, but more consistency of approach than they have shown so far.

### Stronger powers

For the task of encouraging competition, regulators also need stronger and more specific powers compared to the vague duties set out in present legislation. In telecoms and electricity the regulators are seeking a significantly harder bite on competition policy through changes in the utilities' licences. Welcome though this is, the method of achieving it shows that, in this sector, UK competition policy is in a mess.

Regulatory offices are small one-person bands, so they cannot be expected to judge and jury of contentious competition issues for industries with a combined annual turnover of \$50bn and assets of \$240bn. Yet the Monopolies and Mergers Commission, with its relatively cumbersome procedures, is not well suited to dealing with industries with systemic monopoly properties. Hitherto, it has taken a case-by-case approach, with little regard for precedent or wider strategic questions.

A new balance is therefore needed to give the regulatory bodies, however structured, enforceable powers to promote competition. They also need to develop a clearer common view on how to regulate the parts which competition cannot reach. This will require a big upheaval, no doubt involving existing competition authorities. But the alternative is likely to be destructive ad hoc interference by politicians. The Labour party's proposals for a windfall tax shows the danger.



From left to right  
Massimo D'Alema,  
Romano Prodi, Antonio Maccanico,  
Carlo Ciampi, Lamberto Dini

## Prodi's prima donnas

Italy's coalition has prospered, but ministers need to co-operate to pursue economic and political reform, says Robert Graham

If miracles can embrace the world of politics, then a minor one is occurring in Italy. The centre-left government of Mr Romano Prodi is approaching the landmark of 100 days in office without the whisperings of a crisis.

The summer break, when the stillness of rumours get blown out of all proportion, is passing in an atmosphere close to somnolence. In a country where the average life of governments in the past two decades has been 11 months this is remarkable. The first 100 days is rarely a moment to assess achievements, and is usually the occasion to speculate on how long a government will last. The situation is all the more remarkable since this administration is a heterogeneous coalition dominated by the Party of the Democratic Left (PDS), heirs of the Communist party which was denied power throughout the post-war era.

Both Mr Prodi and Mr Massimo D'Alema, the PDS leader who is the real power behind the scenes, have deliberately sought to cool the confrontational atmosphere of the two previous Berlusconi and Dini governments. Also, Mr Prodi, who has had no previous direct experience of government, prefers a low-key approach to politics. Indeed, the 56-year-old economics professor seems to set little store by courting popularity.

Typical of his attitude was a comment made on the first day of his holiday while visiting a village in the Apennines. "I know full well the degree of defiance that still exists between the citizens and the government of this country. For this reason, to be credible, this government must do more and talk less."

With little fanfare the government has got much of its electoral programme under way. It has embarked on an ambitious programme that already includes 133 draft laws, although parlia-

ment is still coping with a huge backlog of legislation.

So far the biggest criticism of the Olive Tree alliance in government is that it has failed to take sufficient advantage of the vacuum created by a demoralised and disorientated opposition. Instead of exploiting the opposition's weakness, the government has been preoccupied with trying to achieve its own internal balance between the six main parties forming the alliance.

Mr Prodi finds himself awkwardly in the middle of two strands of opinion - the social democratic sentiment of the PDS representing the left, and the former Christian Democrats as champions of compromise in the centre. He also has to accommodate the hardline members of the old Communist party who formed Reconstructed Communism (RC), which provides vital support to make up a majority in the lower house. He has not always succeeded in this balancing act.

But the financial markets, whose judgment has been so influential since the EU exchange crisis of September 1992, have retained an underlying confidence in the new government. "The start was slow; but the opposition is weak and there has been nothing to undermine the market's sense of reasonable optimism," observed a Milan broker just before *ferragosto*, Italy's traditional summer shutdown. "Prodi will not be tested until the autumn; but he looks a dogged performer," he added.

The two policy areas given priority have been the economy and constitutional reform. Mr Prodi was faced with the immediate need of having to produce a package of corrective measures to hold this year's budget deficit to its target of 5.9 per cent of gross domestic product. The L16,000bn (£7bn) austerity package was forced through parliament earlier this month just before the recess.

The mini-budget was conceived in the framework of a three-year macroeconomic programme to bring Italy's public finances in line with the convergence criteria for monetary union, as laid down in the Maastricht Treaty. While committed to take part in monetary union, the government has been realistic enough to accept that the budget deficit cannot be brought down to 3 per cent of GDP by the end of 1997.

By aiming to meet the target a year later, Mr Prodi and his ministers have incurred the criticism of Confindustria, the industrialists' confederation, and of Mr Mario Monti, one of Italy's two EU commissioners. But the centre-left coalition, aware of the social unrest provoked in France by trying to meet the budget deficit targets, has preferred a consensual approach to austerity, knowing it must accommodate an important part of its electoral base in the unions.

The Bank of Italy has lowered the discount rate as a sign of confidence in the direction of economic policy and declining inflation. The long-awaited rate cut to 8.25 per cent from 9 per cent in July is central to the virtuous circle the government hopes to set in motion. Given Italy's huge stock of debt (almost 125 per cent of GDP), every one percentage point fall in interest rates means a saving in debt servicing costs of something like L15,000bn over 18 months - a saving which in turn lights the budget deficit.

The other priority has been to forge an agreement with the rightwing opposition on constitutional reform, which was a key electoral issue for all parties. Mr D'Alema has managed to broker a deal with Mr Berlusconi to form a bicameral commission to prepare a set of proposals by June next year. The brief is very

wide: ranging from a review of the powers of the prime minister and president and the duplication of roles by the two houses of parliament to creating a more federal structure for the state.

Tackling these issues has overshadowed a long list of initiatives taken in almost every area by individual ministers. These range from raising the school leaving age to 16, streamlining the courts of justice and simplifying tax procedures to pressing ahead with the privatisation of the sensitive telecoms business, reforming the presentation of public accounts and cutting red tape in acquiring driving licences.

The quality and experience of the ministerial team has been crucial here. The cabinet includes two former prime ministers - Mr Carlo Azeglio Ciampi who heads the treasury and budget ministries, and Mr Lamberto Dini, at the foreign ministry; a former speaker of the chamber of deputies - Mr Giorgio Napolitano, the interior minister; a former treasury and foreign minister - Mr Beniamino Andreatta, with the defence portfolio; and Mr Antonio Maccanico, minister of post and telecommunications.

In fact the cabinet often acts like an orchestra full of prima-donna soloists. Although they play well alone they lack cohesion when obliged to perform together. The biggest prima donna is proving to be Mr Antonio Di Pietro, the public works minister and the former high-profile Milan investigative magistrate, who likes to get his way by threatening to resign.

Mr Prodi is blamed for failing to conduct with sufficient authority. But the players are not really his; and though chosen to head the Olive Tree alliance when it was formed last year, he has no political base of his own. Life is made more difficult for the premier by the position of Mr D'Alema. In a normal democracy the

head of the main party winning an election would be expected to become prime minister. But because of a residual mistrust of the former communists, the PDS agreed that the premiership should be held by the more neutral figure of Mr Prodi. Mr D'Alema nevertheless monitors every action like a backseat driver and does not conceal his irritation when he feels the premier is mis-handling matters.

Mr Prodi thus remains on trial, and the real challenge begins in September with the 1997 budget. It will not be easy to find the right mix of new fiscal measures and spending cuts against a backdrop of uncertain economic growth at home and abroad. Already this year's growth estimates have been revised sharply downwards to 1.5 per cent. If this falls any lower, it will have a serious effect on revenues and further complicate important wage negotiations postponed from July until the autumn.

The government also has to secure the co-operation of the opposition for the proper functioning of the constitutional reform commission. It will require at least two years to draw up and approve such reforms. This timetable is very long when the shape of alliances is still shifting. Thus government and opposition must be convinced that they can hold together before beginning this process in earnest.

Here the rule of the populist Northern League could prove crucial. Mr Umberto Bossi, the astute League leader, embarked on a dangerous course, promising to declare on September 15 the secession of Padania - an ill-defined area of the rich industrial north centred on the valley of the River Po. Unless common cause is made against Mr Bossi, he could unnerve the government and sabotage constitutional reforms.

## OBSERVER

### Midas touch - in reverse

■ Is Kazakhstan's Vasilkovskoye gold mine flunked? The Kazakhs reckon it has proven reserves of 400 tonnes - worth about \$5bn - but those international mining companies who have sniffed around have simply got burnt.

In 1995 the Australian company Dominion Mining thought it had an exclusive deal to exploit the mine, only to find others had been invited to the party, including RTZ of the UK, Australia's RHP and Western Mining and Canada's Placer Dome.

The Kazakhs gave Placer Dome the cherry. Placer paid \$55m to the Kazakh government - should have used an escrow account, boys - for the right to begin investigations. The contract said if Placer decided not to go ahead, the \$55m would be returned. Placer pulled out in September; the deadline for the return of the cash - July 4 this year - passed without a cent from the Kazakhs.

Now the latest bidders - a consortium led by Robert Friedland and including Tech and First Dynasty Mines (both of Vancouver) and the London-based Bakyrchik Gold - also seem to have thought better of it.

Placer has now decided to go to international arbitration under Unctral, the UN Commission on International Trade Law. The case will be heard in London. Placer shouldn't hold its breath: Unctral will take about two years to deliberate - a very long time, in Kazakhstan.

### French fringes

■ The French government has recently created so many so-called "observatoires" to investigate problems that the *Casualty* newspaper suggests establishing a new *observatoire des observatoires* - to keep an eye on all the others.

Now another observatoire kicks off, this time looking into the growing national preoccupation with cults. President Jacques Chirac has nominated to head it someone who stands little chance of being seduced by the weird.

Baron Antoine Guerrier de Dumast, the husband of Marie-José de Carboneires de Saint-Brice, fought during the Algerian civil war, has advised top civil servants in France's former colonial territories, and was most recently in charge of security on the frequently bombed island of Corsica.

The Baron's brief will probably not include studying the Order of Malta. This

secretive organisation is headed by his brother Jacques, a financier who presides over the French arm of the ultra-elitist charity, whose wealthy contributors annually parade in strange cloaks on route to a grand dinner.

### Playing around

■ Has the Vienna Philharmonic, which only a few weeks ago seemed to be stubbornly resisting letting in women, changed its tune? Austrian TV reports that last week, after more than 150 years, Austria's most famous man-only club was going to let women join its band.

Could this be true? The purveyors of the world famous "Vienna Sound" are an odd bunch. Unlike most world-class orchestras they have no leader. New recruits are vetted in secret and until now women have been blackballed. There have been exceptions: Anna Leikes was employed as a harpist in 1870 - because no one else was up to the job. But it was another 25 years before she got her name in the programme.

The orchestra has always said that allowing women to join would threaten its artistic standards. Who knows what effect the sight of the second viola's shapely ankle might have on the performance of the man behind the kettledrums?

Perhaps the change of heart is connected with the Austrian government's recent threats to cut its relatively small subsidy?

Definitely not, in fact the orchestra now claims that Werner Resel - the cellist who doubles up as chief shop steward - was misquoted. All he said was that since nearly two-thirds of the students in Vienna's top music school are now female, the chances are that in 10 years there may be women members. Then again, he could be wrong.

### Fred's logic

■ Bill attempts to teach Fred the art of logic, via the age-old method of question and answer. Bill: "Do you have a lawnmower?" Fred: "Yes." Bill: "That means you have a lawn?" Fred: "Yes." Bill: "Therefore a house?" Fred: "Yes." Bill: "And a wife and children?" Fred: "Yes." Bill: "Thus it is clear you are a heterosexual."

Fred decides to put this new skill into practice by tutoring Dick. Fred: "Do you have a lawnmower?" Dick: "No." Fred: "Ah, that means you are a homosexual..."

## The Financial Times

### 100 years ago

**Bondholders' Misfortunes**  
The report of the council of Foreign Bondholders contains a mass of valuable information, particularly with regard to the finances of the South American States. "It is a sad fact that out of the seventy years that have elapsed since Ecuador first began to borrow money the service of her External Debt has been in suspense for fifty-four years." In 1886 the bondholders accepted a reduction in interest, and it was thought that at the cost of a considerable sacrifice, some permanent basis of settlement had been reached. Alas, no! A revolution was engineered, the Government was defeated, and in March last the new authorities once more suspended the service of the debt...

### 50 years ago

**British Films at Highest Level**  
British films now stand at the highest level, states the annual report of the British Film Producers Association for 1945-46, and it only remains for their numbers to be increased so that they become a world force in entertainment.

Increasing competition, it is pointed out, must be expected from America. This country is urged to look more to overseas markets, and particularly to the dominions and colonies, for more screen time.



